

## **SOME ASPECTS REGARDING PERSONAL CONTINUOUS TRAINING FOR MEMBERS OF SPECIAL FORCES**

**PhD Student Catalin-Razvan PARASCHIV**

National Institute of Economic Research "Costin C. Kirişescu"

cataparas@yahoo.com

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### **Abstract:**

*Individual assessment is nowadays an increasingly important human resources management applied in national and international branches. The system of individual evaluation of staff is closely linked with performance management providing the necessary elements to ensure training intervention in performance skills required by different standard functions. For special forces personnel who face difficult situations, sometimes extreme, constantly evaluation and training represent a guarantee for the success of the actions. Therefore the evaluation process attaches great importance being adapted to reflect the knowledge and skills required for special forces personnel as it results from the case study and the results of which are presented in this article.*

**Key words:** Special training, management, system evaluation, assessing individual performance, performance, capabilities, development.

**Foreword:** *Human resource management was developed and transformed radically, and with regard to the evaluation of personnel, so as to meet fully the needs of career advancement of staff within the special forces. The main goals of the evaluation process is to develop a person's ability to appreciate or properly or to promote learning techniques based on cooperation. In Western educational systems, there is a profound change from what is called "a culture of testing" to what it wants to be a "culture of evaluation". Human resources, which constitute the special forces operators of interventions, are integrated training process and assessing their performance. It is also in the objectives, content and methodology*

and evaluation criteria, techniques and instruments, which also represents the formative priorities.

*On the Special Forces operators, management assessment has major implications in the development of skills and capabilities with intensive and extensive meanings at all stages of development of human personality. There are, also implications for empowerment and rehabilitation process continues until the changes taking place in contemporary society.*

*Evaluation of employment, vocational training and individual (especially for semi-militarized personnel), service assessment (for military personnel) and assessing individual performance (for civil servants) is an activity that develops over time. Or assessment report card is the only document that presents the results of employment, professional competence, commitment to improve training, professional potential, as well as ethical professionals in special structures.*

*Staff assessment work is a service obligation for managers who are responsible for its objectivity. In order to achieve an objective assessment of personnel, the commanders of all units and leaders of human resources departments are obliged to ensure that the development potential of subordinate staff. The work is structured in three parts, first give a brief overview of the theoretical aspects of performance appraisal of staff dedicated to special tasks, the second part highlights the importance of organizational leadership in special forces, given the importance that any member of the team to develop the leadership skills to be able to take over in case of need, the role of leadership to the team the third part presents a case study related to the assessment of a team made up of 47 volunteers of a unit of the special forces and finally some conclusions are presented.*

### **Experimental part**

#### **1. Performance appraisal of staff dedicated to the execution of special missions**

In the process of human resources management, the evaluation of continuous training special forces in structures concerning individual training assessment and evaluation of training programs. Evaluation of individual staff training will be carried out after passing exams, after finishing training programs or in other cases still under regulations of the field.

Performance appraisal of staff dedicated to the execution of special missions is interesting in that it offers operators and tactical and operational

leadership for an answer immediately for each graphic. We can say that the professional dimensions relate to the specific activities of each position and will be in the assessment prepared for each operator.

In terms of evaluation of training programs<sup>30</sup>, this is achieved through the analysis of the processes of professional staff, the results obtained at the annual/bi-annual inspections and the way of organizing and conducting training.

The evaluation of training programs can serve as an important means of checking its efficiency. The special forces assessment is performed according to the measurement, assessment and decision. The work of measurement implies that the behavior of a member of the special forces and attaches quantitative determinants (quantification).

The appreciation is the size of the evaluation. The decision involves the location of a ranking system. The evaluation of training programs are organized at the level of permanent establishments and the structures involved in the continuous training of management at the upper echelons, and annually according to competences. Thus, it is necessary to establish the dimensions of the professional activity targeted by the program. Performance appraisal is appropriate only after professional dimensions and performance standards have been clearly established. Assessment holds a subjective component, which you can interpret either a risk or an asset. No doubly, assessment consists of attaching a valorization of the measurement. As regards the preparation of special personnel, it also includes ratings on specialized training and shooting, through inspections carried out stages. The process of performance appraisal is done by determining the way in which a member of the special forces is fulfilling the tasks of the service and comply with the standards of the profession or professional specialty. This process will take into account the results obtained in carrying out specific job functions in which it is framed and the main objectives of the group.

To determine the potential of an operator in the special intervention forces at any given time, is based on the performance assessment proved in missions and personality features. Evaluation of the potential which lies in determining how the professional competence, behavior and skills of an operator give certainty of fulfilling duties of responsibility for specific functions and higher ranks of those held at the time of the evaluation. Performance appraisal is the procedure by which to determine the level of performance of individual objectives and the level of

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<sup>30</sup> Hofstede, G., *Cultures and Organizations. Software of the Mind*, New York, McGraw-Hill, 1977, p. 90;

professional skills and behavioral characteristics of the operator, in order to evaluate the results achieved and identify professional development needs. The objectivity of the evaluation depends on the competence, fairness, impartiality and moral integrity of persons with responsibilities in this area. Leaders are required to appraise correctly and objectively the performance and potential of subordinate staff.

In accordance with European recommendations training, in order to achieve efficiency, need to follow several principles, as follows:

- legality - compliance with legislative framework of national and European, in the military field;
- forecast-evaluation planning and execution according to the evolution of doctrines, military structures and special resources;
- evaluation - planning so that all staff specifically to be included in the process;
- continuity-evaluation, throughout the preparatory process;
- opportunity to conduct the evaluation in moments-and on issues that have the greatest interest in the training;
- operation with an essentiality - rating system is unique, clear, concise and effective;
- objectivity – ensuring the impartiality and professionalism of the staff who carry out assessment, proper measurements and assessments made;
- liability - creating liability for manager/head special military group, evaluator,
- efficiency - accomplishment of the evaluation within a strictly determined and using a minimum of resources;
- harnessing - information and conclusions relevant to the justification of subsequent decisions, the removal of shortcomings and improvement of the planning and execution of training.

Special staff assessment shall be carried out during the process of training and indicate where are the partial results from the finale. Thus, it facilitates the learning process and highlights the progress of a student or gaps and obstacles in the process of assimilation of training topics. After the staff assessment<sup>31</sup>, it will be drawn up an after action report which will be sent to the upper echelons of the departmental or inter-departmental structures.

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<sup>31</sup> R.L. Daft, Understanding management, Amazon pdf. file share, 2012;

Log reports; include a summary of the exercises/applications, objectives, deficiencies, measures taken to remedy the shortcomings and to increase the level of training of the staff.

According to the principle that any learning activity should be evaluated from the point of view of the effectiveness of the special structures can implement an evaluation system structured in three stages, as follows: completion of preparatory action classic, after returning to the student in the workplace (done by the trained Manager) and after an interval of approximately 6 months after the training is completed. Depending on the results of the evaluations, that can be taken some steps such as developing content or repeat the task. Also, the results of the evaluations shall be taken into account in the preparation of annual staff assessments, formulation of proposals, to promote their inclusion in other training programs, etc. Initial evaluation of the operator, that aims to diagnose the level of training, at the beginning of a period, as well as to the classification of the special units, in order to know their level of training.

The current evaluation aims to ensure systematic and continuous training and shall be carried out in particular by the commanders who observed their attitude, how to resolve situations to which they are subjected to the operators. Regarding the assessment of periodic or interim, it aims at verifying the degree of assimilation of the subjects followed over a period of time. In the system of training of special forces personnel, the final assessment is made up of several components, namely: monitoring, assessment and marking. These functions are: educational, selective and competitive and vocational guidance.

## **2. Organizational Leadership within the special forces.**

The special military task force, both during training, as well as in the missions deployed in action, you will need to have a series of features and abilities, which will in turn indicators in the evaluation process. Readiness aims to distinguish personal features of evaluated for use and effective professional development in a military career. The basic theory is that a leader or head of a tactical group must have the capacity for operational sequences, as follows:

1. The ability to drive that refers to personality traits and driving skills of special military groups and the integration of their resources, for the achievement of the objectives of the organization and of the individual;

2. Professional competence, skills and knowledge means all those experiences, performance, and appropriate military profession qualities that give the possibility to act effectively in military environment.

3. Conceptual capacity defines the ability to design, to conceive or to think plans, programs, concepts and instructions.

4. Action capacity reflects the skill to take action, to implement a plan or program to exercise influence on people and actions to involve people and resources intended.

5. Resilience involves how to act with calm and self-mastery and to have maximum results in terms of the changing environment and generating pressure and stress.

6. Processing capacity denotes the actions oriented towards the development of professional knowledge and skills, improving the general and specialized training, improving both personal and performance of subordinates.

7. Judgment expresses the ability to think logically and rationally, to discern and ruminate, to form an opinion about someone and something, examining the arguments, circumstances and consequences, to assess and qualify a person, a situation, a fact.

8. The initiative means the ability to dare take the urge or literally, to propose, organize or start an action, involving himself and others.

9. Courage expresses the moral strength to boldly face the perils and pitfalls of all kinds and to trust in their own forces, strength of character, firmness in stocks or in the event of beliefs.

10. The force of personality traits relevant to summarize for the military profession, the honor, responsibility, loyalty, integrity, selflessness, discipline, solidity.

11. The ability of communication reveals the level of speaking, writing and listening, willingness to express and manipulate ideas and concepts, to receive and transmit messages.

12. The behavior involves assessing the military environment, events relating to your dealings with others, mutual respect and habits.

The international environment has an uncertainty profile in terms of the transparency of procedures and training readiness assessment, most systems of evaluation of staff training in the special forces, remain unconfirmed as you like. In the system of special operations (SOF) are removed from process deficiencies

mentalities of preparation, namely, convenience, superficiality, suspicion and distrust, and the restriction of the spirit of initiative.

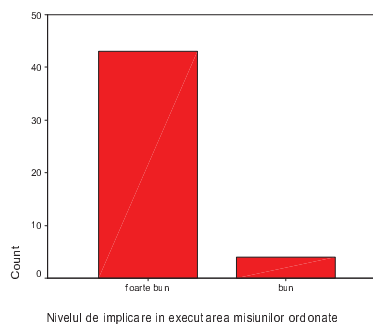
The strategic objective of a special tactical group is to become unique and fully integrated units, to support special operations (SOF), support services for troops in conducting major operations in hostile environments. The characteristic of the special forces, military intervention is determined by the nature of the military and is highlighted by a set of core features<sup>32</sup>.

### 3. Results of the evaluation of executive capacities through staff performance indicators within the special forces.

To highlight the assessment of special forces personnel was a case in his dissertation was entitled a special unit on a batch of 47 volunteers, with seniority of between 23 and 37 years, with secondary and long-lasting education. Such a sheet was completed for each of the special forces operator, statistical processing of data obtained by determining a clear view of the current level of overall subunits making but also for every operator.

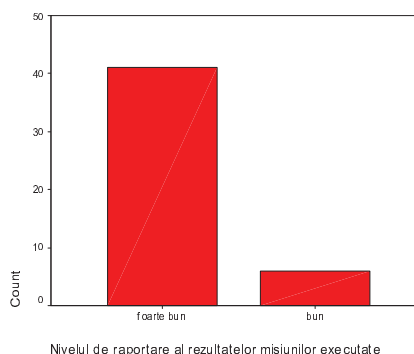
#### A. The level of involvement in the execution of the missions ordered

From the graph we see that a number of 43 operators (91.5%) were evaluated with notation "very good" and a number 4 operators with "good" rating (8.5%), which indicates the classification of the staff structures in the requirements requested.



#### B. Reporting level of the results of missions carried out

The majority of staff assessment indicator obtained favorable grade rated, meaning that operators know very well how he operative situations reporting and the achievement of the tasks. This time, the operators (41%) were evaluated

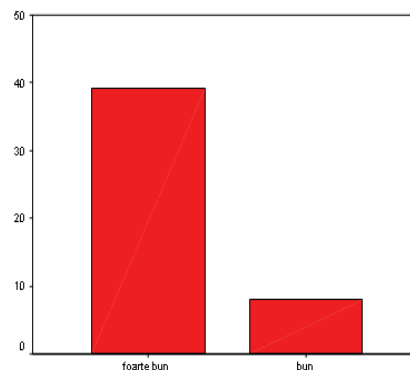


<sup>32</sup> Edwin A Fleishman. - *Twenty Years of consideration and structure, în Current developments in the study of leadership*, Ed.Edwin, 2000, NY;

87, 2 with notation "very good" and 6 operators with a "good" (12.8%)

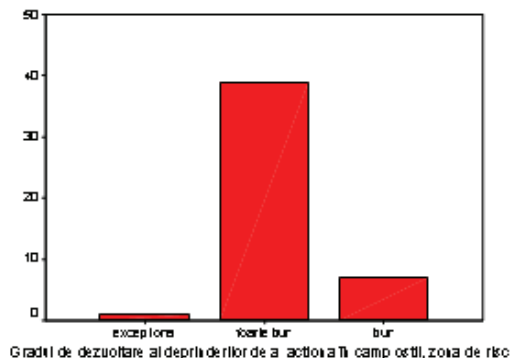
**C. Ability to resolve incidents recorded during the execution of the missions).**

This indicator is one of the most important segment of the operational assessment and that's because the specifics of the missions they carry special forces operative situations are extremely dynamic and complex. Note that although the staff evaluated was appreciated, the number of those who received "very good" rating drops to 39, so only (82, 9%), an important proving capacity required of an operator in the special forces.



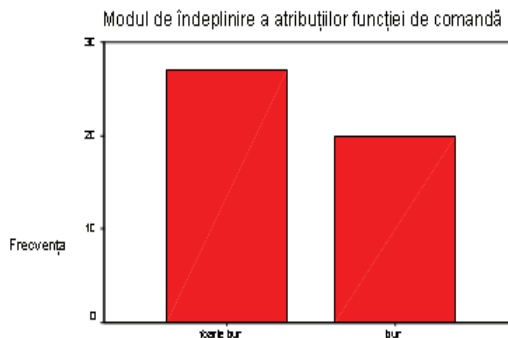
**D. The development of skills to operate in hostile areas of field/risk**

The ability to deal with the characteristics of a "hostile field" as the field missions with high-risk allows a good adaptation of the operator's psyche to the existing situation. Operators must be able to meet the requirements of any counter-terrorism and repartee results the evaluation we can deduce that at the moment this does not raise problems: exceptional (by 2.1%), very good, 39 people (83%) and good only 7 people (14.9%).



**E. The performance of the duties of the command function.**

This indicator might appear somewhat forced in analyzing the performance of each operator, especially if you go on the principle that it is the only level of execution. Experience shows, however, that whenever an operator must be prepared to take command of a group if the situation so requires, not to mention the fact that many of the non-commissioned officers are appointed heads of crews/missions. Owing to the

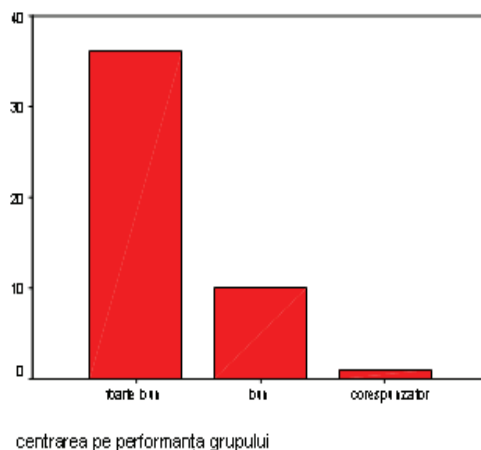




relatively large number (almost half the rate operators) who have obtained good rating (20 operators), we conclude that this is a second aspect that can support improvements.

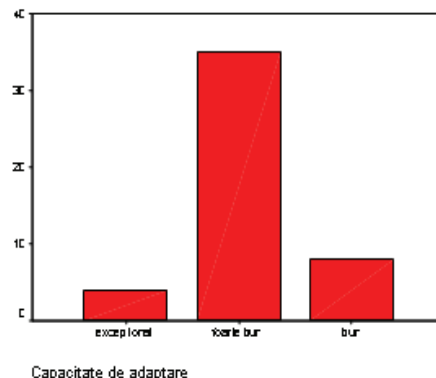
**F. Focusing on the performance of the group**

Do not consider that it is necessary to emphasize the group's role in the successful completion of these types of missions (I did it in other parts of this document). The degree of integration in the community, capable of stimulating cooperation, training, competitions and empathy are aspects that contribute to overcoming the individualism and personal contribution to the performance of the group. Unfortunately, an operator was nominated with appropriate rating, which entails a careful analysis of the relevant person, the individual's integration efforts, and in case of failure he will be remove from team. Life in a specific unit also may require tough decisions, but if the balance is put in jeopardy by an operator then sacrifice is not free.



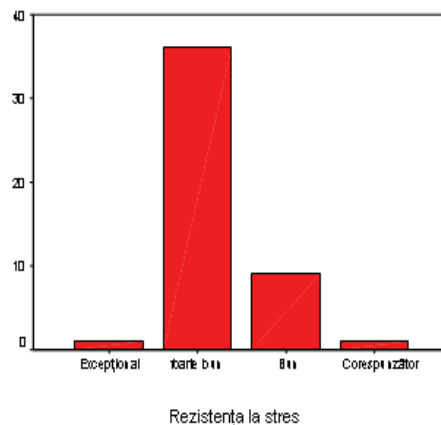
**G. Capacity to adapt**

The ability to adapt the operators gets positive results: exceptional – 4 (8.5%), very good – 35 (74.5%) and good-8 (17%), which is a good indication of their potential.



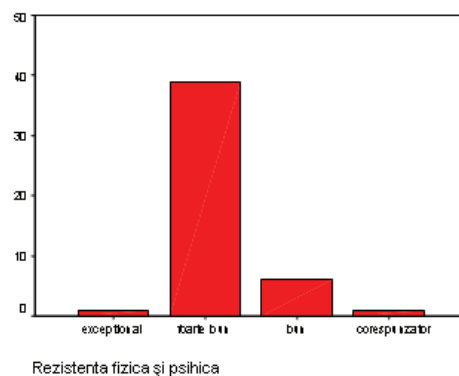
### H. Stress resistance

The widest "exceptional" – 1 (2,1%), "very good" – 36 (76,7%), "good" – 9 (19,1%) and "properly" – 1 (2,1%), presence of a corresponding qualifier paying attention in the "properly" – 1 (2,1%), presence of a corresponding qualifier paying attention in the future.



### I. Physical and mental stamina

Surprising is the result in the case of physical resistance considering that it is an elite structure where physical training is important. The results indicate a wide ratings of "Excellent" – 1 (2,1%), "very good" – 39 (83%), "good" (12.8%) to "properly" – 1 (2,1%).



### Conclusions

Continuous management of special forces training system offers the application, ensure the reform radical in training content, didactic technologies and logistics, in the selection, evaluation and promotion.

Clearly, special military groups, leaders must know, is going the way of preparation process of staff dedicated to the execution of special missions and to know to what extent the particular staff is sufficiently trained so as to carry out the missions entrusted to it in optimum conditions.

As an integral part of the process of preparation, the assessment is made during the training and identification of these problems is through specific evaluation activities, being applied to all aspects of training.

Through the work of the evaluation is to identify existing shortcomings in the preparation and determine the level of performance. These items must be permanently to the attention of the leaders of the tactical groups on special forces and trainers, and based on them to adopt the necessary measures and specific remedies.

The case study presented showed that the present evaluation system has some areas where the training system needs to be improved, the results being generally corresponding to the part, with one exception, in the first three ratings (excellent, very good or good). However, it is reported the discrepancy of individual assessment and the final makes it necessary to introduce a weighting coefficient of various aspects taken into consideration in the assessment of subjectivism in assessing the reduction. Instrumental in this case master which can indicate how best can be constructed the weights.

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