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STRATEGII MANAGERIALE APLICATE ÎN COMBATEREA ȘI PREVENIREA FENOMENULUI TERORIST

Rezumat

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CUVINTE CHEIE: terorism, contraterorism, management strategic, siguranță națională, strategii manageriale, planificare strategică, performanță, reorganizare, leadership, stakeholderi.

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INTRODUCERE

MEMENTO: Doresc să mulțumesc d-nei Prof.univ.dr. Adriana GRIGORESCU, conducătorul de doctorat de facto al acestei lucrări, care m-a îndrumat pe parcursul stagiului doctoral din 1 octombrie 2016 până la finalizarea lucrării în 30 septembrie 2020 și care nu a putut avea această calitate și la susținerea publică datorită afilierii la o altă școală doctorală începând cu 1 octombrie 2020.

Odată cu integrarea României în structurile euro-atlantice, aparatul public trebuie adaptat după standardele partenerilor noști, pentru a asigura atât un grad de inter-operativitate ridicat dar și pentru a păstra același raport echilibrat în ceea ce privește cheltuielile și serviciile.

În ceea ce privește structurile de forță din România, acestea trebuie să parcurgă același proces de reformare ca structurile similare din Europa, având avantajul unor politici și strategii manageriale probate, care ar asigura un grad ridicat de succes prin punerea lor în practică pe teritoriul național.

Prin urmare, în cadrul prezentei teze de doctorat, ne propunem să analizăm maniera optimă în care poate fi adaptat modelul de reformă francez RGPP, în vederea eficientizării structurilor de intervenție pirotehnică active în România, precum și modul în care respectivul set de măsuri ar avea impact asupra resursei umane care deservește respectivele facilități.

Aspecte generale ale modelului RGPP

Mai multe state europene au adoptat, începând cu anul 2007, o serie de măsuri menite să responsabilizeze structurile publice pentru a obține o reducere a cheltuielilor publice considerate excesive, prin revizuirea diferitelor politici ale statului.

Franța a urmat un model de reforme, aplicat cu succes anterior în Canada, cunoscut sub acronimul RGPP (Revizuirea Generală a Politicilor Publice).

Respectivul set de reforme a fost impus de cheltuielile publice ridicate pe care respectivul stat le înregistra (nivelul cheltuielilor sale publice se ridica în 2008 la aproximativ 54% din PIB fiind cel mai ridicat din zona euro).

Revizuirea generală a politicilor publice (RGPP) a constant într-o analiză a misiunilor și acțiunilor statului în raport cu obiective asumate.

Ulterior analizei au fost implementate scenarii de reformă structurală ce au vizat: reformarea statului, reducerea cheltuielilor publice și optimizarea politicilor publice.

Conform raportului de bilanț al respectivului program, RGPP a dus la diminuarea cheltuielilor cu aproape 12 miliarde de Euro (din care 5 miliarde au constituit reducerea obținută din zona de cheltuieli publice bugetare) și la o reducere de 3% în ceea ce privește personalul angajat în structuri publice (aproximativ 150.000 de posturi).

Criticii programului afirmă faptul că respectiva serie de măsuri a fost impusă brutal, fără o consultare publică prealabilă și fără a se realiza studii suficiente de impact al reformelor asupra societății și a personalului bugetar.

RGPP aplicat în domeniul politicii de securitate a Franței

Implementarea reformelor RGPP în domeniul politicii de securitate a Franței a condus la unirea mai multor structuri de forță (de ex. s-a înființat „Direcția Centrală De Informații Interne" (DCRI) creată prin reunirea „DIRECȚIEI GENERALE A INFORMAȚIILOR" - DCRG și „DIRECȚIA DE SUPRAVEGHERE TERITORIALĂ" - DST cu scopul de a îmbunătăți, în special, eficacitatea luptei împotriva terorismului și de a reduce costurile asigurării obiectivelor de securitate asumate: fuzionarea dintre „Poliția Urbană Franceză" și „Jandarmerie" etc).

Totodată, zonele de responsabilitate pentru structurile de forță au fost redimensionate, modul de lucru devenind satelitar (au fost create centre zonale cu atribuții noi).

RGPP aplicat în cadrul Serviciului de Intervenție Pirotehnică Francez (Service français du Déminage)

În anul 2010, în contextul aplicării RGPP în domeniul securității civile pentru reducerea / controlul cheltuielilor respectivei structuri, s-a luat decizia redimensionării diagramei salariale, concomitent cu înființarea unor centre regionale de acțiune.

Astfel, în 2011 a fost inițiat un program de modernizare/ reconstrucție a 13 centre regionale, crearea a 5 depozite și unui poligon de distrugere a munițiilor, precum și redimensionarea depozitului de muniții chimice.

Totodată, s-a pus în aplicare un plan de îmbunătățire a mobilității prin achiziția de mijloace tehnice moderne (în special elicoptere).

În noul context, atribuții în ceea ce privește acțiunile de intervenție pirotehnică, inclusiv cea antiteroristă au:

•„Serviciul de Intervenție Pirotehnică Francez” subordonat „Ministerului De Interne” cu responsabilități în toată zona publică civilă.

•„Serviciul de Intervenție Pirotehnică” subordonat „Laboratorului Central al Prefecturii de Poliție” cu responsabilități în Paris și suburbiile interioare.

•Structurile militare „EOD” cu responsabilități în zonele militare, pe mare (cu excepția porturilor civile) și în teatrele de operații externe.

Atribuţii

Structurile de intervenție pirotehnică îndeplinesc trei misiuni principale:

•colectarea și distrugerea munițiilor vechi din două conflicte mondiale (aproximativ 500 de tone de muniție în fiecare an).

•neutralizarea pachetelor suspecte și a dispozitivelor explozive moderne (așa-numitele misiuni IED: dispozitiv exploziv improvizată).

•asigurarea măsurilor de securitate în cadrul evenimentelor publice cu risc.

Impact bugetar

În 2011, cheltuielile pentru zona de securitatea civilă au scăzut cu 5% față de 2010 (în 2011, bugetul „Neutralizarea dispozitivelor explozive” îi corespundea 13,67% din bugetul total al securității civile).

În total, costurile serviciilor specifice intervenției pirotehnice (colectarea, neutralizarea și distrugerea dispozitivelor explozive) în 2011 au fost 3,32 milioane de euro (față de 3,56 milioane de euro în 2010, înregistrând o scădere cu 6,74%).

Organizare

Din punct de vedere organizatoric, „Serviciul de Intervenție Pirotehnică Francez” (Service français du Déminage) are următoarea structură:

A. direcție centrală responsabilă cu gestionarea și coordonarea acțiunilor operaționale specifice.

Respectiva unitate este împărțită în patru sectoare de activitate:

- un sector administrativ, responsabil cu gestionarea și instruirea personalului;

- un sector juridic, responsabil cu asigurarea cadrului legal;
- un sector operațional, responsabil cu coordonarea centrelor regionale;
- un sector logistic, responsabil cu mentenanța echipamentelor.

B. 20 direcții regionale, 18 situate în zona continentală și 2 în zona oceanică.

Personal angajat

La nivelul anului 2005 „Serviciul de Intervenție Pirotehnică Francez" avea un efectiv de 325 cadre:

- 1 comandant;
- 10 angajați în zona administrativă;
- 3 funcționari publici;
- 311 personal operațional.

În anul 2011, după aplicarea planului managerial RGPP „Serviciul de Intervenție Pirotehnică Francez" avea următorul efectiv de 317 cadre:

- 1 comandant;
- 13 personal tehnic;
- 2 funcționari publici;
- 76 oficiali superiori ai poliției naționale;
- 224 personal operațional;
- 1 personal administrativ.

Concluzie

Ulterior planului managerial RGPP s-a reușit diminuarea efortului bugetar alocat pentru intervenție pirotehnică cu o variație minimă a personalului angajat, fapt ce atestă eficiența măsurilor aplicate și existența unei preocupări pe linia menținerii în activitate a specialiștilor în domeniul pirotehnic (personal care se formează într-o perioadă lungă de timp și cu costuri însemnate).

Intervenția pirotehnică în România

Conform obiectivelor de securitate asumate de fiecare instituție de forță cu atribuții în asigurarea intervenției pirotehnice pe teritoriul național, responsabilitatea intervenției aparține următoarelor instituții: MAI /ISU prin structurile pirotehnice specializate, asigură intervenția la elementele de muniție anterioare celui de-al Doilea Război Mondial, identificate în zonele publice (civile), SRI prin structuri specializate BAT, asigură intervenția la obiectivele protejate, MAI / Poliția Română prin grupele de intervenție pirotehnică asigură intervenția în spațiul public.

Teza de doctorat, prin tematica abordată, răspunde necesității identificate de creștere a performanței sistemului de management a zonei de intervenție pirotehnică, din cadrul structurilor de forță din România, prin introducerea unui mod de lucru unitar, subordonat unic și cu o acoperire națională prin centre regionale.

Prin utilizarea cercetării empirice s-a urmărit identificarea impactului pe care l-ar avea reorganizarea structurilor de intervenție pirotehnică din România, după un model similar celui aplicat în Franța, asupra modului de îndeplinire al obiectivelor de securitate asumate.

STRUCTURA TEZEI DE DOCTORAT

Prezenta teză de doctorat este structurată în șase capitole:

În **capitolul 1**, intitulat „***Problematica: terorismul un subiect de cercetare complex”***, este realizată o analiză a fenomenului terorist fiind evidențiate originile și evoluția acestuia , formele și tipurile de terorismului, evoluția actelor de terorism modern la nivel european precum și evoluția actelor de terorism în România.

Totodată, în acest capitol am realizat un timeline al dinamicii instituțiilor cu atribuții antiteroriste din România subliniind modul în care instituțiile cu atribuții în prevenirea și combaterea fenomenului terorist au evoluat adaptându-se permanent la noile provocări generate de terorismul modern și de evoluția tehnologică.

Capitolul 2 *„Procesul de management strategic și stakeholderii”* are rolul de a prezenta delimitările conceptuale ale managementului strategic , de a oferi o imagine de ansamblu asupra . dimensiunilor și trăsăturile esențiale ale managementului strategic precum și a avantajelor ce decurg din utilizarea acestui instrument.

Ultimul subcapitol definește conceptul de „stakeholder” în contextul de securitate contemporană.

În capitolul 3 *„Planificarea strategică la nivelul entităților publice pentru combaterea terorismului*” se definește conceptul de planificare strategică fiind detaliate etapele procesului de planificare strategică.

Totodată, în acest capitol este evidențiată importanța utilizării planificării strategice în cadrul entităților cu atribuții în combaterea și prevenirea fenomenului terorismului.

Capitolul 4 al lucrării constituie o ***„Propunere plan strategic de reorganizare a intervenției pirotehnice în România ”.***

În acest capitol este prezentată propunerea de reorganizare a structurilor pirotehnice din România prin în trecerea la un mod de lucru unitar (o singură structură pirotehnică capabilă să asigure toată plaja de activități specifice domeniului pirotehnic).

Totodată, se propune un mod de lucru regional, prin înființarea unor centre regionale de comandă și a unor sedii distante în fiecare județ.

În **capitolul 5** este realizată o ***„Analiza statistică”*** urmărindu-se impactul pe care l-ar genera schimbarea modului de lucru asupra resursei umane cu atribuții în asigurarea intervenției pirotehnice.

Capitolul 6 *„Strategii și priorități strategice de prevenire și combatere a terorismului”* descrie strategia de prevenire și combatere a terorismului adoptată la nivel european fiind subliniate rolul organismelor internaționale cu atribuții în acest domeniu.

Totodată, este prezentată și strategia națională a României în vederea prevenirii și combaterii terorismului fiind evidențiate entitățile naționale responsabile de gestionarea eficientă a fenomenului precum și prioritățile strategice ale principalilor stakeholderi.

METODOLOGIA DE CERCETARE

Pentru realizarea cercetării s-a folosit chestionarul, ca instrument de cercetare primară. Datele au fost culese cu ajutorul unui chestionar online, care a fost diseminat angajaților celor trei structuri vizate. Diseminarea chestionarului s-a realizat în perioada iulie 2020. Chestionarul conține patru părți:

- Prima parte colectează informații socio-demografice;
- A doua parte sondează opinia respondenților legată de strategia actuală a structurilor de intervenție pirotehnică;
- În a treia parte se evaluează părerea respondenților legată de oportunitatea schimbării strategiei actuale a structurilor de intervenție pirotehnică;
- A patra parte evaluează rezistența la schimbarea strategiei actuale a personalului din structurile de intervenție pirotehnică.

În părțile 2-4 s-a folosit o scară Likert cu valori de la 1 la 5, cu ajutorul căreia respondenții și-au exprimat nivelul de acord de la 1 (în foarte mică măsură) până la 5 (în foarte mare măsură).
Răspunsurile colectate au fost stocate în format tabelar și analizate statistic, cu ajutorul pachetului software IBM SPSS Statistics versiunea 20. Programul SPSS conține o gamă variată de unelte care permite analiza statistică a datelor precum și testarea ipotezelor (IBM, 2020).

După realizarea unei analize descriptive a răspunsurilor s-a folosit analiza în componente principale (PCA). Analiza în componente principale este o metodă statistică pentru reducerea dimensiunii unui set de date care conține un număr mare de variabile corelate, încercând să păstreze cât mai mult din variația datelor din set (Jolliffe, 2013). Acest lucru este realizat prin transformarea variabilelor într-un set redus de variabile numite componente principale, care păstrează majoritatea variației datelor originale (Jolliffe, 2013). Variabilele care sunt corelate între ele, dar sunt independente de alte variabile din set, sunt combinate într-un factor (Tabachnick & Fidell, 2012). Analiza pleacă de la matricea de corelație între variabilele setului de date. Folosind această matrice se extrag factorii (Tabachnick & Fidell, 2012). Pentru un rezultat cu un grad mai mare de interpretabilitate se realizează o rotație a factorilor, urmată de interpretarea rezultatelor (Tabachnick & Fidell, 2012). În această analiză s-a folosit criteriul de selecție a factorilor când Eigenvalues sunt mai mari de 1, iar metoda de rotație este una ortogonală (Varimax). În urma

analizei au rezultat o serie de scoruri obținute prin regresie. Scorurile obținute au fost folosite pentru realizarea de corelații și teste de diferență între grupuri.

Pentru a testa diferențele între grupuri s-au folosit testele Kruskal-Wallis și Mann-Whitney. Aceste teste se folosesc când variabila testată este continuă și există două sau mai multe categorii de grupare. Scorurile obținute prin analiza PCA pot fi considerate ca fiind variabile continue iar variabile precum instituția, categoriile de vârstă sau vechimea în muncă constituie categoriile de grupare.

În mod normal, pentru astfel de teste se folosește analiza ANOVA, dar în acest caz, variabila continuă nu este normal distribuită, aceasta fiind o cerință pentru ANOVA. Kruskal-Wallis este un test non-parametric, însemnând că nu presupune că datele provin dintr-o distribuție ce poate fi complet descrisă prin doi parametrii precum media și abaterea standard, așa cum este cazul distribuției normale (McDonald, 2014). Acest test se folosește când există trei sau mai multe categorii. Dacă există doar două, se folosește testul Mann-Whitney.

În cazul ipotezelor care testează nivele de asociere s-a folosit corelația rangurilor Spearman. Aceasta se folosește când se caută o asociere între variabile ordinale sau care nu îndeplinesc cerințele de normalitate a distribuției pentru corelația lineară (Pearson) (McDonald, 2014) cum este cazul scorurilor rezultate din analiza PCA.

Pentru testarea ipotezelor s-a realizat o analiză în componente principale (PCA) a variabilelor din părțile 2-4 ale chestionarului. Analiza în componente principale are ca principal scop reducerea dimensionalității variabilelor analizate pentru a facilita folosirea lor în alte analize. S-a analizat matricea corelațiilor iar ca metodă de rotire s-a folosit o metodă ortogonală (Varimax).

Centralizator rezultate cercetare statistică

Cercetarea pe care am întreprins-o în această lucrare a fost construită pornind de la un sistem de ipoteze care au fost supuse validării/invalidării, pe baza analizei informațiilor prezentate.

Rezultatele testării ipotezelor de lucru sunt sistematizate în tabelul următor:

Tabel 1. Ipotezele de cercetare

Nr.	Ipoteza	Semnificație (valoare p)	Se respinge ipoteza nulă?
H1	*H1a. Nu există nicio diferență din punct de vedere al **experienței de lucru** între angajații **celor trei instituții**.*	0.001	Da
	*H1b: Nu există nicio diferență din punct de vedere al **perspectivei legate de sarcinile de lucru** între angajații **celor trei instituții**.*	<0.001	Da
	*H1c. Nu există nicio diferență din punct de vedere al **experienței de lucru** între angajații din **categorii de vârstă** diferite.*	0.185	Nu
	*H1d: Nu există nicio diferență din punct de vedere al **perspectivei legate de sarcinile de lucru** între angajații din **categorii de vârstă** diferite.*	0.138	Nu
	*H1e. Nu există nicio diferență din punct de vedere al **experienței de lucru** între angajații cu **vechime în muncă** diferită.*	<0.001	Da
	*H1f: Nu există nicio diferență din punct de vedere al **perspectivei legate de sarcinilor de lucru** între angajații cu **vechime în muncă** diferită.*	0.142	Nu
H2	*H2a: Nu există nicio diferență din punct de vedere al **gradului de implicare** între angajații **celor trei instituții**.*	<0.001	Da
	*H2b: Nu există nicio diferență din punct de vedere al **gradului de implicare** între angajații din **categorii de vârstă** diferite.*	<0.001	Da
	*H2c: Nu există nicio diferență din punct de vedere al **gradului de implicare** între angajații cu **vechime în muncă** diferită.*	0.005	Da
H3	*H3a: Nu există nicio diferență din punct de vedere al **nivelului de satisfacție** între angajații **celor trei instituții**.*	<0.001	Da
	*H3b: Nu există nicio diferență din punct de vedere al **nivelului de satisfacție** între angajați din **categorii de vârstă** diferite.*	0.002	Da

	H3c: Nu există nicio diferență din punct de vedere al ***nivelului de satisfacție*** *între angajați cu* ***vechime în muncă*** *diferită.*	0.011	Da
H4	*H4a: Nu există nicio diferență din punct de vedere al* ***opiniei despre actuala structură de intervenție*** *între angajații* ***celor trei instituții****.*	<0.001	Da
	H4b: Nu există nicio diferență din punct de vedere al ***opiniei față de folosirea unei singure structuri de intervenție*** *între angajații* ***celor trei instituții****.*	0.269	Nu
	H4c: Nu există nicio diferență din punct de vedere al ***opiniei despre actuala structură de intervenție*** *între angajați din* ***categorii de vârstă*** *diferite.*	0.009	Da
	H4d: Nu există nicio diferență din punct de vedere al ***opiniei față de folosirea unei singure structuri de intervenție*** *între angajații din* ***categorii de vârstă*** *diferite.*	0.011	Da
	H4e: Nu există nicio diferență din punct de vedere al ***opiniei despre actuala structură de intervenție*** *între angajații cu* ***vechime în muncă*** *diferită.*	0.04	Da
	H4f: Nu există nicio diferență din punct de vedere al ***opiniei față de folosirea unei singure structuri de intervenție*** *între angajații cu* ***vechime în muncă*** *diferită.*	<0.001	Da
H5	*H5a: Nu există nicio diferență din punct de vedere al* ***deschiderii spre schimbare*** *între angajații* ***celor trei instituții****.*	0.005	Da
	H5b: Nu există nicio diferență din punct de vedere al ***deschiderii spre schimbare*** *între angajații din* ***categorii de vârstă*** *diferite.*	0.002	Da
	H5c: Nu există nicio diferență din punct de vedere al ***deschiderii spre schimbare*** *între angajați cu* ***vechime în muncă*** *diferită.*	<0.001	Da
H6	H6a: Nu există nicio diferență din punct de vedere al **nivelului așteptărilor** între angajații **celor trei instituții**.	N/A	N/A
	H6b: Nu există nicio diferență din punct de vedere al **nivelului așteptărilor** între angajații din **categorii de vârstă** diferite.	N/A	N/A
	H6c: Nu există nicio diferență din punct de vedere al **nivelului așteptărilor** între angajații cu **vechime în muncă** diferită.	N/A	N/A

H7	*H7a. Nu există nicio asociere între* ***opinia asupra experienței de lucru*** *și* ***gradul de implicare*** *al angajaților.*	<0.001	Da
	H7b: Nu există nicio asociere între ***perspectiva legată de sarcinile de lucru*** *și* ***gradul de implicare*** *al angajaților.*	<0.001	Da
	H7c. Nu există nicio asociere între ***opinia asupra experienței de lucru*** *și* ***nivelul de satisfacție*** *al angajaților.*	<0.001	Da
	H7d: Nu există nicio asociere între ***perspectiva legată de sarcinilor de lucru*** *și* ***nivelul de satisfacție*** *al angajaților.*	<0.001	Da
	H7e. Nu există nicio asociere între ***opinia angajaților asupra experienței de lucru*** *și* ***cea asupra structurii actuale.***	0.007	Da
	H7f. Nu există nicio asociere între ***opinia angajaților asupra experienței de lucru*** *și* ***cea asupra folosirii unei singure structuri de intervenție****.*	0.027	Da
	H7g. Nu există nicio asociere între ***perspectiva legată de sarcinile de lucru*** *și* ***cea asupra structurii actuale.***	<0.001	Da
	H7h. Nu există nicio asociere între ***perspectiva legată de sarcinilor de lucru*** *și* ***cea asupra folosirii unei singure structuri de intervenție****.*	0.474	Nu
	H7i. Nu există nicio asociere între ***opinia asupra experienței de lucru*** *și* ***deschiderea spre schimbare*** *al angajaților.*	0.254	Nu
	H7j: Nu există nicio asociere între ***perspectiva legată de sarcinilor de lucru*** *și* ***deschiderea spre schimbare*** *al angajaților.*	0.190	Nu
	H7k: Nu există nicio asociere între ***nivelul de cunoaștere a strategiei actuale*** *și* ***nivelul așteptărilor****.*	N/A	N/A
H8	*H8a: Nu există nicio asociere între* ***nivelul de satisfacție*** *și* ***gradul de implicare****.*	<0.001	Da
	H8b. Nu există nicio asociere între ***gradul de implicare*** *și* ***opinia asupra structurii actuale.***	<0.001	Da
	H8c. Nu există nicio asociere între ***gradul de implicare*** *și* ***opinia asupra folosirii unei singure structuri de intervenție****.*	0.208	Nu
	H8d: Nu există nicio asociere între ***nivelul de satisfacție*** *și* ***deschiderea spre schimbare****.*	0.489	Nu
	H8e: Nu există nicio asociere între **nivelul de satisfacție** și **nivelul așteptărilor**.	N/A	N/A
H9	*H9a. Nu există nicio asociere între* ***nivelul de satisfacție*** *și* ***opinia asupra structurii actuale.***	<0.001	Da

	H9b. Nu există nicio asociere între ***nivelul de satisfacție*** *și* ***opinia asupra folosirii unei singure structuri de intervenție****.*	0.503	Nu
	H9c: Nu există nicio asociere între ***gradul de implicare*** *și* ***deschiderea spre schimbare****.*	0.993	Nu
	H9d: Nu există nicio asociere între ***gradul de implicare*** *și* ***nivelul așteptărilor****.*	N/A	N/A
H10	*H10a. Nu există nicio asociere între* ***opinia asupra structurii actuale*** *și* ***deschiderea spre schimbare.***	0.04	Da
	H10b. Nu există nicio asociere între ***opinia asupra folosirii unei singure structuri de intervenție*** *și* ***deschiderea spre schimbare.***	<0.001	Da

CONCLUZII FINALE, CONTRIBUȚII ȘI PERSPECTIVE ALE CERCETĂRII

Originea termenului ”Strategie” o regăsim în limba greacă veche în sintagma ” Strategos” obținută prin alăturarea a doi termeni ”stratos” (armată) și respectiv ”agos” (lider) și semnificând persoana care prin abilitățile sale gestiona comanda unei armate.

Ulterior, acest termen a căpătat înțelesul de ”arta de a fi general” sau generalizând ”arta de a fi lider” cuprinzând o suma a calităților comportamentale și psihologice pe care o persoană este necesar să le dețină în vederea gestionării eficiente a poziție de lider.

În managementul militar modern , strategia s-a dovedit a fi o componentă esențială a succesului, eficiența adoptării unei strategii potrivite reliefând-se asupra rezultatelor și funcționalității organizațiilor militare.

Prin stabilirea unei strategii optime se înțelege asumarea de către liderii organizației a unor obiective majore realizabile într-o perioadă finită de timp, identificarea unei maniere de realizare a acestor obiective asumate, gestionarea resurselor pe care organizația le are la dispoziție și după caz identificarea / dezvoltarea unor noi resurse.

Scopul acestei cercetări este de a identifica o maniera optimă în care poate fi implementat modelul de reformă francez „RGPP” în zona structurilor de intervenție pirotehnică active în

România precum și modul în care respectivul set de măsuri ar avea un impact asupra resursei umane ce compune respectivele structuri de forță.

Prezenta cercetare se referă la următoarele subiecte: ***strategia actuală a structurilor de intervenție pirotehnică*** (stabilirea gradul înțelegere a obiectivelor strategice de către personal, distribuția echitabilă a sarcinilor în cadrul structurilor, suficiența resursele disponibile, gradul de coeziune al colectivului, gradul de implicare, nivelului de satisfacție la locul de muncă al personalului ,nivelul de transparență în cadrul instituțiilor de forță), ***oportunitatea schimbării strategiei actuale a structurilor de intervenție pirotehnică*** (stabilirea oportunității schimbării strategiei actuale, îmbunătățirea timpului de intervenție respectiv al costului intervenției ulterior implementării noului mod de lucru, scăderea gradului unei debirocratizări ulterior schimbării) ***rezistența la schimbarea strategiei actuale a personalului din structurile de intervenție pirotehnică*** (stabilirii optime a măsurilor, cu impact asupra angajaților, determina nivelul așteptărilor personalului în raport cu schimbarea).

Cercetarea pe care am întreprins-o în această lucrare a fost construită pornind de la un sistem de ipoteze care au fost supuse validării/invalidării pe baza analizei informațiilor prezentate.

Trecând peste toate provocările elaborării unei cercetării științifice, considerăm că prezenta cercetare și-a atins obiectivul final, acela de a aduce stabili oportunitatea implementării unei schimbări în strategia actuală a structurilor de forță din România cu atribuții în zona de intervenție pirotehnică precum și determinarea impactului pe care această schimbare l-ar produce în cadrul personalului ce deservește respectivele structuri.

➢ Contribuții proprii ale cercetării

Printre principalele contribuții ale prezentei cercetării considerăm că cele mai reprezentative sunt:

- Analiza și interpretarea unor noțiuni specifice managementului strategic în contextul organizațiilor militare;
- Din punct de vedere al strategiilor manageriale aplicate în cadrul instituțiilor de forță am sintetizat principalele forme de abordări utilizate în prezent și am identificat un model optim de reorganizare a acestora.
- Realizarea unei propuneri de plan strategic de reorganizare a intervenției pirotehnice în România

- Prin studiile empirice realizate (chestionarul) am putut stabili opinia angajaților asupra mediului de lucru actual , gradul de receptivitate la schimbare a angajaților la o nouă formă de lucru și nivelul așteptărilor personale respectiv perspectiva de dezvoltare profesională a fiecărui cadru militar.

➢ Limitele cercetării

Prezenta lucrare are, desigur, o serie de limite inerente, limite legate în special de aspectele de formă abordate:

- În cazul chestionarului, acesta a fost trimis aleatoriu unui număr de 260 de subiecți, ce activează în diferite structuri de forță, incluzând atât zona operativă cât și structurile de suport.

  Consider că elaborarea unui chestionar mai complex, mărirea numărului de respondenți şi desfășurarea pe o perioadă mai lungă de timp ar spori relevanța cercetării.
- Obținerea unor date suplimentare referitoare la costul mediu al intervenției , timpul mediul al intervenției , date referitoare la respondenți (numărul total de cadre cu atribuții în intervenția pirotehnică angajat în fiecare instituții , defalcarea exactă pe zone operativ / neoperativ) ar conduce prin prelucrare la aprofundarea concluziilor obținute.

➢ Perspectivele cercetării

Scopul oricărei cercetări este acela de a încerca să răspundă la cât mai multe probleme, care vizează domeniul sau tema respectivă. Printre direcțiile viitoare de cercetare în domeniul managementului conflictelor evidențiem:

- În cazul chestionarului: stabilirea unui eșantion mai mare și creștere complexității chestionarului.
- Realizarea unui studiu empiric comparativ între diferite modele de reorganizare ale structurilor de forță europene cu competențe pe zona de intervenție pirotehnică.
- Realizarea unui studiu de caz asupra sistemului francez de intervenție pirotehnică cu accent pe rezultatele obținute ca urmare a reorganizării acestuia.

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Curriculum vitae Europass

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Sex	Masculin

Locul de muncă vizat / Domeniul ocupaţional

Experienţa profesională

Perioada	2004-prezent
Funcţia sau postul ocupat	**Ofiţer**
Activităţi şi responsabilităţi principale	Coordonare
Numele şi adresa angajatorului	UM 0735
Tipul activităţii sau sectorul de activitate	Prevenirea şi combaterea activităţilor de natură teroristă

Perioada	01.02.2008-26.07.2008
Funcţia sau postul ocupat	**Operator imagine**
Activităţi şi responsabilităţi principale	Realizarea materialelor video
Numele şi adresa angajatorului	SC BroadCAST MEDIA ARL
Tipul activităţii sau sectorul de activitate	Televiziune

Perioada	01.12.2003-01.04.2005
Funcţia sau postul ocupat	**Referent**
Activităţi şi responsabilităţi principale	Realizarea materialelor video
Numele şi adresa angajatorului	Sc Luca Press SRL
Tipul activităţii sau sectorul de activitate	Televiziune

Educație și formare profesională

Perioada	2016-prezent
Calificarea / diploma obținută	**Doctorand, domeniul Management**
Numele și adresa instituției de învățământ / furnizorului de formare	Universitatea „Valahia" din Târgoviște, Facultatea de Științe Economice Ale. Sinaia, Nr. 13, Târgoviște, România

Perioada	17.09-25.09.2018
Calificarea / diploma obținută	**Coordonator lucrări prin împușcare**
Numele și adresa instituției de învățământ / furnizorului de formare	INSEMEX , Petroșani Strada G-ral Vasile Milea , nr 32, Petroșani, România

Perioada	17.09-23.11.2018
Calificarea / diploma obținută	**Pirotehnician**
Numele și adresa instituției de învățământ / furnizorului de formare	INSEMEX Strada G-ral Vasile Milea , nr 32, Petroșani, România

Perioada	01.10.2008-01.10.2010
Calificarea / diploma obținută	**Diplomă de Master : Managementul activității de informații pentru securitatea națională**
Numele și adresa instituției de învățământ / furnizorului de formare	Academia Națională de Informații Șoseaua Odăii 20-22, București , România

Perioada	15.10.2000-15.06.2004
Calificarea / diploma obținută	**Diplomă de Licență : Matematică-Fizică**
Numele și adresa instituției de învățământ / furnizorului de formare	Universitatea „Valahia" din Târgoviște, Facultatea de Litere și Științe Ale. Sinaia, Nr. 13, Târgoviște, România

Perioada	1996-2000
Calificarea / diploma obținută	**Diplomă de Bacalaureat : Profil Informatică**
Numele și adresa instituției de învățământ / furnizorului de formare	Grup Școlar de Petrol „Voievodul Mircea" Bulevardul Carol I , nr 70 , Târgoviște, România

Activităţi şi responsabilităţi principale

Limba(i) străină(e) cunoscută(e)	Înţelegere		Vorbire		Scriere
Autoevaluare Nivel european (*)	Ascultare	Citire	Participare la conversaţie	Discurs oral	Exprimare scrisă
Franceză	B2	B2	B2	B2	B1

(*) Nivelul Cadrului European Comun de Referinţă Pentru Limbi Străine

Competențe și aptitudini tehnice	Office Tools: Microsoft Office (Word, Excel, PowerPoint, Outlook), Wordpress, Adobe Premier
Permis(e) de conducere	B

Târgoviște
Septembrie 2020

Semnătura
Mihai Constantin

Mihai CONSTANTIN

LISTĂ PUBLICAȚII

ARTICOLE

A1_Grigorescu, A., **Constantin, M.** (2018) Strategic priorities of public institutions for managing and preventing the terrorism phenomena, Brătianu, C., Zbuchea, A., and Vitelar, A. (eds.) *Strategica. Challenging the Status Quo in Management and Economics.* Bucharest: Tritonic. ISSN 2392-702X, ISBN 978-606-749-365-8, p.382-397.

A2_Cerchia, A.E.,Oacheşu, M., **Constantin, M.** (2018) Technologies and Innovation in the Management of the Banking Sector, Brătianu, C., Zbuchea, A., and Vitelar, A. (eds.) *Strategica. Challenging the Status Quo in Management and Economics.* Bucharest: Tritonic. ISSN 2392-702X, ISBN 978-606-749-365-8, p.371-381

A3_Grigorescu, A., Costovici, D.A., **Constantin, M.** (2019) Managing Asymmetric Conflicts in the Dynamics of the 21st Century, Strategica 2019 Proceedings Upscaling Digital Transformation in Business and Economics, ISBN 978-606-749-428-0, p.75-83.

A4_**Constantin, M.,** Bortea A.N., Costovici Mema, D.A., (2020) Risks and Vulnerabilities in Digital Public Services. Threat of Cyberterrorism Vs Romania's Cybersecurity Strategy, *Holistica Journal of Business and Public Administration*, vol. 11, iss. 2, pp. 74-84

A5_**Constantin, M.** (2020) Management Of The "Syrian Refugee Crisis" - Repercussions On European Security. Impact/Measures Analysis In STANIEWSKI, M.W., VASILE, V., GRIGORESCU, A. (vol. ed.), *Lumen Proceedings: Vol. 14. 1st International Conference* Innovative Business Management & Global Entrepreneurship 2020 – in print

A6_**Constantin, M.,** Constantin (Bucur), A., Bortea, A.N.(2020) Efficient Workforce Management Within The Concept Of "Smart City". Using Artificial Intelligence As Part Of The Future Counterterrorism Strategy In STANIEWSKI, M.W., VASILE, V., GRIGORESCU, A. (vol. ed.), *Lumen Proceedings: Vol. 14. 1st International Conference* Innovative Business Management & Global Entrepreneurship 2020 – in print

CONFERINTE

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MANAGERIAL STRATEGIES APPLIED IN COMBATING AND PREVENTING THE TERRORIST PHENOMENON

– Summary –

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SUMMARY

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KEY WORDS: terrorism, counterterrorism, strategic management, national security, managerial strategies, strategic planning, performance, reorganization, leadership, stakeholders.

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INTRODUCTION

MEMENTO: I would like to thank Prof.univ.dr. Adriana GRIGORESCU, the de facto doctoral supervisor of this paper, who guided me during the doctoral internship from October 1, 2016 until the completion of the paper on September 30, 2020 and who could not have this quality at the public defence of the thesis due to affiliation to another doctoral school starting with October 1, 2020.

With Romania's integration into Euro-Atlantic structures, the public apparatus must be adapted to the standards of our partners, in order to ensure both a high degree of interoperability but also to maintain the same balanced ratio in terms of spending and services.

Regarding the force structures in Romania, they must go through the same reform process as similar structures in Europe, having the advantage of proven management policies and strategies, which would ensure a high degree of success by putting them into practice on the national territory.

Therefore, in this doctoral thesis, we aim to analyze the optimal way in which the French RGPP reform model can be adapted, in order to streamline pyrotechnic intervention structures active in Romania, as well as how that set of measures would have an impact on the human resource serving those facilities.

General aspects of the RGPP model

Since 2007, several European countries have adopted a series of measures to hold public structures accountable in order to achieve a reduction in public spending that is considered excessive, by reviewing various state policies.

France followed a model of reforms, previously successfully applied in Canada, known as the RGPP (General Review of Public Policies).

That set of reforms was imposed by the high public spending that the state recorded (the level of its public spending in 2008 amounted to about 54% of GDP being the highest in the euro area).

The General Review of Public Policies (GRPP) consisted in an analysis of the state's missions and actions in relation to assumed objectives.

Following the analysis, structural reform scenarios were implemented, aiming at: state reform, reduction of public spending and optimization of public policies.

According to the balance sheet report for that program, the GRPP led to a reduction in expenditure of almost EUR 12 billion (of which EUR 5 billion was the reduction in budgeted public expenditure) and a 3% reduction in staff employed in public structures (approximately 150,000 posts).

Critics of the program say that the series of measures has been brutally imposed, without prior public consultation and without sufficient impact studies of reforms on society and budgetary staff.

GRPP applied in the field of French security policy

The implementation of GRPP reforms in the field of French security policy has led to the unification of several force structures (eg the establishment of the "Central Directorate of Internal Intelligence" (CDII) created by the reunification of the "Directorate General of Information" - DGI and "DIRECTORATE OF TERRITORIAL SURVEILLANCE "- DTS in order to improve, in particular, the effectiveness of the fight against terrorism and to reduce the costs of ensuring the security objectives assumed: the merger between the" French Urban Police "and the" Gendarmerie ", etc.).

At the same time, the areas of responsibility for the force structures were resized, the way of working becoming satellite areas (zonal centers with new attributions were created).

GRPP applied within the French Pyrotechnic Intervention Service (Service français du Déminage)

In 2010, in the context of the application of GRPP in the field of civil security for the reduction / control of the expenses of the respective structure, the decision was taken to resize the salary chart, simultaneously with the establishment of regional action centers.

Thus, in 2011 a modernization / reconstruction program of 13 regional centers was initiated, the creation of 5 depots and an ammunition shed, as well as the resizing of the chemical ammunition depot.

At the same time, was implemented a plan to improve mobility through the acquisition of modern technical means (especially helicopters).

In the new context, attributions regarding the pyrotechnic intervention actions, including the anti-terrorist one, have:

•"French Pyrotechnic Intervention Service" subordinated to the "Ministry of Interior" with responsibilities throughout the civil public area.

•"Pyrotechnic Intervention Service" subordinated to the "Central Laboratory of the Police Headquarters" with responsibilities in Paris and the inner suburbs.

•"EOD" military structures with responsibilities in military areas, at sea (except civilian ports) and in theaters of external operations.

Atributions

Pyrotechnic intervention structures fulfill three main missions:

•collection and destruction of old ammunition from two world conflicts (approximately 500 tonnes of ammunition each year).

•neutralization of suspicious packages and modern explosive devices (so-called IED missions: improvised explosive device).

•ensuring security measures in public events at risk.

Budgetary impact

In 2011, expenditures for the civil security area decreased by 5% compared to 2010 (in 2011, the budget "Neutralization of explosive devices" corresponded to 13.67% of the total civil security budget).

In total, the costs of services specific to pyrotechnic intervention (collection, neutralization and destruction of explosive devices) in 2011 were 3.32 million euros (compared to 3.56 million euros in 2010, a decrease of 6.74%).

Organization

From an organizational point of view, the "French Pyrotechnic Intervention Service" (Service français du Déminage) has the following structure:

A. Central directorate responsible for managing and coordinating specific operational actions.

That unit is divided into four business sectors:

- an administrative sector, responsible for staff management and training;
- a legal sector, responsible for ensuring the legal framework;un sector juridic, responsabil cu asigurarea cadrului legal;
- an operational sector, responsible for coordinating regional centers;
- a logistics sector, responsible for equipment maintenance.

B. 20 regional directions, 18 located in the continental area and 2 in the oceanic area.

Staff employed

In 2005 "Early Intervention Pyrotechnics French" have a staff of 325 professionals:

- 1-commander;
- 10-employees in the administrative area;
- 3-civil servants;
- 311-operational staff.

In 2011, after the application of the GRPP management plan "French Pyrotechnic Intervention Service" had the following staff of 317 professionals:

- 1-commander;
- 13-technical staff;
- 2 -civil servants;
- 76-senior national police officers;
- 224-operational staff.
- 1-administrative staff.

Conclusion

Subsequent to the RGPP management plan, it was possible to reduce the budgetary effort allocated for pyrotechnic intervention with a minimum variation of the employed staff, which attests to the efficiency of the applied measures and the existence of a concern on the maintenance of pyrotechnic specialists (staff who are trained over a long period of time and at significant costs).

Pyrotechnic intervention in Romania

According to the security objectives assumed by each force institution with attributions in ensuring the pyrotechnic intervention on the national territory, the responsibility of the intervention belongs to the following institutions: MAI/ISU through specialized pyrotechnic structures-ensures the intervention to the ammunition elements before the Second World War, identified in public (civil) areas, SRI through specialized BAT structures-ensures the intervention at the protected objectives, MAI/Romanian Police through the pyrotechnic intervention groups-ensures the intervention in the public space.

The doctoral thesis, through the approached topic, responds to the identified need to increase the performance of the management system of the pyrotechnic intervention area, within the force structures in Romania, by introducing a unitary way of working, subordinated uniquely and with a national coverage through regional centers .

The use of empirical research aimed to identify the impact that the reorganization of the pyrotechnic intervention structures in Romania would have, according to a model similar to the one applied in France, on the way of fulfilling the assumed security objectives.

STRUCTURE OF THE DOCTORAL THESIS

This doctoral thesis is structured in six chapters:

Chapter 1, entitled "Issues: terrorism a complex research topic", is an analysis of the terrorist phenomenon highlighting its origins and evolution, forms and types of terrorism, the evolution of modern acts of terrorism at European level and the evolution of terrorism in Romania.

At the same time, in this chapter we made a timeline of the dynamics of institutions with anti-terrorist responsibilities in Romania highlighting how institutions with responsibilities in preventing and combating the terrorist phenomenon have evolved constantly adapting to new challenges posed by modern terrorism and technological evolution.

Chapter 2 "The strategic management process and stakeholders" aims to present the conceptual boundaries of strategic management, to provide an overview of the dimensions and key features of strategic management and the benefits of using this tool.

The last subchapter defines the concept of “stakeholder” in the context of contemporary security.

Chapter 3 "Strategic planning at the level of public entities for combating terrorism" defines the concept of strategic planning, detailing the stages of the strategic planning process.

At the same time, this chapter highlights the importance of using strategic planning within the entities with responsibilities in combating and preventing the phenomenon of terrorism.

Chapter 4 of the paper is a "Proposal strategic plan for reorganization of pyrotechnic intervention in Romania."

In this chapter is presented the proposal for the reorganization of the pyrotechnic structures in Romania by moving to a unitary way of working (a single pyrotechnic structure capable of providing the full range of activities specific to the pyrotechnic field).

At the same time, a regional way of working is proposed, by setting up regional command centers and remote offices in each county.

In **Chapter 5,** a "**Statistical Analysis**" is performed, aiming at the impact that the change of the way of working would generate on the human resource with attributions in ensuring the pyrotechnic intervention.

Chapter 6 "Strategies and Strategic Priorities for Preventing and Combating Terrorism" describes the strategy for preventing and combating terrorism adopted at European level, highlighting the role of international bodies with responsibilities in this field.

At the same time, Romania's national strategy for preventing and combating terrorism is presented, highlighting the national entities responsible for the efficient management of the phenomenon as well as the strategic priorities of the main stakeholders.

RESEARCH METHODOLOGY

The questionnaire was used to conduct the research, as a primary research tool. The data were collected using an online questionnaire, which was disseminated to employees of the three targeted structures. The dissemination of the questionnaire took place during July 2020. The questionnaire contains four parts:

-The first part collects socio-demographic information;

-The second part surveys the respondents' opinion regarding the current strategy of the pyrotechnic intervention structures;

-The third part evaluates the respondents' opinion regarding the opportunity to change the current strategy of the pyrotechnic intervention structures;

-The fourth part assesses the resistance to change of the current strategy of the personnel from the pyrotechnic intervention structures.

In parts 2-4, a Likert scale with values from 1 to 5 was used, with the help of which the respondents expressed their level of agreement from 1 (to a very small extent) to 5 (to a very large extent).

The collected responses were stored in tabular format and statistically analyzed using the IBM SPSS Statistics version 20 software package. The SPSS program contains a wide range of tools that allow statistical analysis of data as well as hypothesis testing.

After performing a descriptive analysis of the responses, principal component analysis (PCA) was used. Principal component analysis is a statistical method for reducing the size of a data set that contains a large number of correlated variables, trying to keep as much of the variation in the data in the set as possible (Jolliffe, 2013). This is accomplished by transforming variables into a small set of variables called main components, which retains most of the variation in the original data (Jolliffe, 2013). Variables that are correlated with each other, but are independent of other variables in the set, are combined into one factor (Tabachnick & Fidell, 2012). The analysis starts from the correlation matrix between the variables of the data set. Using this matrix, factors are extracted (Tabachnick & Fidell, 2012). For a result with a higher degree of interpretability, a rotation of factors is performed, followed by the interpretation of the results (Tabachnick & Fidell, 2012). In this analysis we used the selection criterion of factors when Eigenvalues are greater than 1, and the rotation method is orthogonal (Varimax). The analysis resulted in a series of scores obtained by regression. The scores obtained were used to perform correlations and difference tests between groups.

Kruskal-Wallis and Mann-Whitney tests were used to test the differences between groups. These tests are used when the tested variable is continuous and there are two or more grouping categories. The scores obtained by the PCA analysis can be considered as continuous variables and variables such as institution, age categories or seniority are the grouping categories.

Normally, ANOVA analysis is used for such tests, but in this case, the continuous variable is not normally distributed, this being a requirement for ANOVA. Kruskal-Wallis is a non-parametric test, meaning that it does not assume that the data comes from a distribution that can be fully described by two parameters such as mean and standard deviation, as is the case with normal distribution (McDonald, 2014). This test is used when there are three or more categories. If there are only two, is used the Mann-Whitney test.

In the case of hypotheses testing association levels, the correlation of Spearman ranks was used. This is used when looking for an association between ordinal variables or those that do not meet the normality requirements of the distribution for linear correlation (Pearson) (McDonald, 2014) as is the case with the scores resulting from the PCA analysis.

To test the hypotheses, a principal component analysis (PCA) of the variables in parts 2-4 of the questionnaire was performed. The main component analysis aims to reduce the dimensionality of the analyzed variables in order to facilitate their use in other analyzes. The correlation matrix was analyzed and an orthogonal method (Varimax) was used as the rotation method.

Summary of statistical research results

The research we undertook in this paper was built starting from a system of hypotheses that were subjected to validation / invalidation, based on the analysis of the information presented.

The results of testing the working hypotheses are systematized in the following table:

Table 1. Research hypotheses

Nr.	**Ipoteza**	**Semnificație (valoare p)**	**Se respinge ipoteza nulă?**
H1	*H1a. There is no difference in terms of work experience between the employees of the three institutions.*	0.001	Yes
	H1b: There is no difference in terms of the workload perspective between the employees of the three institutions.	<0.001	Yes
	H1c. There is no difference in work experience between employees of different age groups.	0.185	No
	H1d: There is no difference in terms of workload perspective between employees of different age groups.	0.138	No
	H1e. There is no difference in work experience between employees with different seniority.	<0.001	Yes
	H1f: There is no difference in terms of work-related perspectives between employees with different seniority.	0.142	No
H2	*H2a: There is no difference in terms of the degree of involvement between the employees of the three institutions.*	<0.001	Yes
	H2b: There is no difference in the degree of involvement between employees of different age groups.	<0.001	Yes

	H2c: There is no difference in the degree of involvement between employees with different seniority.	0.005	Yes
H3	*H3a: There is no difference in the level of satisfaction between the employees of the three institutions.*	<0.001	Yes
	H3b: There is no difference in the level of satisfaction between employees of different age groups.	0.002	Yes
	H3c: There is no difference in the level of satisfaction between employees with different seniority.	0.011	Yes
H4	*H4a: There is no difference in terms of opinion on the current intervention structure between the employees of the three institutions.*	<0.001	Yes
	H4b: There is no difference in opinion from the use of a single intervention structure between the employees of the three institutions.	0.269	No
	H4c: There is no difference in opinion about the current intervention structure between employees of different age groups.	0.009	Yes
	H4d: There is no difference in opinion from the use of a single intervention structure between employees of different age groups.	0.011	Yes
	H4e: There is no difference in opinion about the current intervention structure between employees with different seniority.	0.04	Yes
	H4f: There is no difference in opinion from the use of a single intervention structure between employees with different seniority.	<0.001	Yes
H5	*H5a: There is no difference in terms of openness to change between the employees of the three institutions.*	0.005	Yes
	H5b: There is no difference in terms of openness to change between employees of different age groups.	0.002	Yes
	H5c: There is no difference in terms of openness to change between employees with different seniority.	<0.001	Yes

H6	H6a: There is no difference in terms of the level of expectations between the employees of the three institutions.	N/A	N/A
	H6b: There is no difference in the level of expectations between employees of different age groups.	N/A	N/A
	H6c: There is no difference in the level of expectations between employees with different seniority.	N/A	N/A
H7	*H7a. There is no association between the opinion on work experience and the degree of employee involvement.*	<0.001	Yes
	H7b: There is no association between the perspective related to work tasks and the degree of employee involvement.	<0.001	Yes
	H7c. There is no association between the opinion on work experience and the level of employee satisfaction.	<0.001	Yes
	H7d: There is no association between the workload perspective and the level of employee satisfaction.	<0.001	Yes
	H7e. There is no association between employees' opinion on work experience and that on the current structure.	0.007	Yes
	H7f. There is no association between employees' opinion on work experience and that on the use of a single intervention structure.	0.027	Yes
	H7g. There is no association between the perspective related to work tasks and that on the current structure.	<0.001	Yes
	H7h. There is no association between the perspective related to work tasks and that on the use of a single intervention structure.	0.474	No
	H7i. There is no association between the opinion on work experience and the openness to change of employees.	0.254	No
	H7j: There is no association between the perspective related to work tasks and the openness to change of employees.	0.190	No
	H7k: There is no association between the level of knowledge of the current strategy and the level of expectations.	N/A	N/A
H8	*H8a: There is no association between the level of satisfaction and the degree of involvement.*	<0.001	Yes
	H8b. There is no association between the degree of involvement and the opinion on the current structure.	<0.001	Yes
	H8c. There is no association between the degree of involvement and the opinion on the use of a single intervention structure.	0.208	No

	H8d: There is no association between the level of satisfaction and openness to change.	0.489	No
	H8e: There is no association between the level of satisfaction and the level of expectations.	N/A	N/A
H9	*H9a. There is no association between the level of satisfaction and the opinion on the current structure.*	<0.001	Yes
	H9b. There is no association between the level of satisfaction and the opinion on the use of a single intervention structure.	0.503	No
	H9c: There is no association between the degree of involvement and openness to change.	0.993	No
	H9d: There is no association between the degree of involvement and the level of expectations.	N/A	N/A
H10	*H10a. There is no association between the opinion on the current structure and the openness to change.*	0.04	Yes
	H10b. There is no association between the opinion on the use of a single intervention structure and the openness to change.	<0.001	Yes

FINAL CONCLUSIONS, CONTRIBUTIONS AND PERSPECTIVES OF THE RESEARCH

The origin of the term "Strategy" is found in the ancient Greek language in the phrase "Strategos" obtained by combining two terms "stratos" (army) and "agos" (leader) and meaning the person who through his skills managed the command of an army.

Subsequently, this term acquired the meaning of “the art of being general” or generalizing “the art of being a leader” comprising a sum of the behavioral and psychological qualities that a person is required to possess in order to effectively manage the position of leader.

In modern military management, strategy has proven to be an essential component of success, the efficiency of adopting an appropriate strategy emphasizing the results and functionality of military organizations.

By establishing an optimal strategy is meant the assumption by the leaders of the organization of major objectives achievable in a finite period of time, identifying a way to achieve these objectives, managing the resources available to the organization and, where appropriate, identifying / developing new resources.

The purpose of this research is to identify an optimal way in which the French reform model "GRPP" can be implemented in the area of pyrotechnic intervention structures active in Romania and how the set of measures would have an impact on the human resources that make up those force structures.

This research covers the following topics: current strategy of pyrotechnic intervention structures (establishing the degree of understanding of strategic objectives by staff, equitable distribution of tasks within the structures, adequacy of available resources, degree of team cohesion, level of involvement, level of job satisfaction of staff, the level of transparency within the law enforcement institutions), the opportunity to change the current strategy of the pyrotechnic intervention structures (establishing the opportunity to change the current strategy, improving the intervention time and the cost of intervention after implementing the new way of working, the degree of de-bureaucratization after the change), resistance to the change of the current strategy of the personnel in the pyrotechnic intervention structures (the optimal establishment of the measures, with impact on the employees, determines the level of staff expectations with change).

The research we undertook in this paper was built starting from a system of hypotheses that were subjected to validation / invalidation based on the analysis of the information presented.

Overcoming all the challenges of developing a scientific research, we consider that this research has achieved its ultimate goal, to establish the opportunity to implement a change in the current strategy of force structures in Romania with responsibilities in the area of pyrotechnic intervention and determine the impact on which this change would produce in the staff serving those structures.

➢ Own research contributions

Among the main contributions of this research we consider that the most representative are:

- Analysis and interpretation of specific notions of strategic management in the context of military organizations;
- From the point of view of the managerial strategies applied within the force institutions, we synthesized the main forms of approaches currently used and we identified an optimal model for their reorganization.
- Realization of a proposal for a strategic plan for the reorganization of the pyrotechnic intervention in Romania;

- Through the empirical studies (questionnaire) we were able to establish the opinion of employees on the current work environment, the degree of receptivity to change of employees to a new form of work and the level of personal expectations and the perspective of professional development of each military.

➢ **Limits of the research**

This paper has, of course, a series of inherent limits, limits related especially to the formal aspects addressed:

- In the case of the questionnaire, it was sent at random to a number of 260 subjects, who work in different force structures, including both the operational area and the support structures. I believe that developing a more complex questionnaire, increasing the number of respondents and carrying it out over a longer period of time would increase the relevance of the research.

  Obtaining additional data on the average cost of the intervention, the average time of the intervention, data on respondents (total number of staff with responsibilities in pyrotechnic intervention employed in each institution, exact breakdown by operational / non-operational areas) would lead by processing to a deeper conclusion.

➢ **Research perspectives**

The purpose of any research is to try to answer as many problems as possible, which concern the respective field or topic. Among the future research directions in the field of conflict management we highlight::

- In the case of the questionnaire: setting a larger sample and increasing the complexity of the questionnaire.
- Carrying out a comparative empirical study between different reorganization models of European force structures with competences in the area of pyrotechnic intervention.
- Carrying out a case study on the French pyrotechnic intervention system with an emphasis on the results obtained as a result of its reorganization.

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Mihai
CONSTANTIN

DATE OF BIRTH:
08/11/1981

CONTACT

Nationality: Romanian

Gender: Male

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Targoviste, Romania

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WORK EXPERIENCE

2008 - CURRENT - Targoviste, Romania

Officer
UM 0735

Preventing and combating terrorist activities

01/02/2008 - 26/07/2008 - Targoviste, Romania

Picture operator
SC BroadCAST MEDIA ARL

Television- Making video materials

01/03/2003 - 01/04/2005 - Targoviste, Romania

Reviewer
Sc Luca Press SRL

Television-Making video materials

EDUCATION AND TRAINING

2016 - CURRENT - Ale. Sinaia, Nr. 13, Targoviste, Romania

PhD student, Management field
„Valahia" University of Târgoviște, Faculty of Economic Sciences

17/09/2018 - 25/09/2018 - G-ral Vasile Milea, Nr. 32, Petrosani, Romania

Shooting works coordinator
INSEMEX

17/09/2018 - 23/11/2018 - G-ral Vasile Milea, Nr. 32 , Petrosani, Romania

Pyrotechnist
INSEMEX

01/10/2008 - 01/10/2010 - Sos. Odaii, Nr. 20-22, Bucuresti, Romania

Master's degree: Management of information activity for national security
National Academy of Information

15/10/2000 - 15/06/2004 - Ale. Sinaia, Nr. 13, Targoviste, Romania

Bachelor's Degree: Mathematics-Physics
"Valahia" University of Târgoviște, Faculty of Letters and Sciences

1996 - 2000 - Bd. Carol I, Nr. 70, Targoviste, Romania

- **Baccalaureate Certificate: Informatics Profile**
  "Voievodul Mircea" School Oil Group

LANGUAGE SKILLS

MOTHER TONGUE(S): Romanian

French

Listening	Reading	Spoken production	Spoken interaction	Writing
B2	**B2**	**B2**	**B2**	**B1**

DIGITAL SKILLS

Microsoft Office - Proficient user of Office tools | Wordpress | Adobe Premier

DRIVING LICENCE

- Driving Licence: B

Mihai CONSTANTIN

LIST OF PUBLICATIONS

ARTICLES

A1_Grigorescu, A., **Constantin, M.** (2018) Strategic priorities of public institutions for managing and preventing the terrorism phenomena, Brătianu, C., Zbuchea, A., and Vitelar, A. (eds.) *Strategica. Challenging the Status Quo in Management and Economics.* Bucharest: Tritonic. ISSN 2392-702X, ISBN 978-606-749-365-8, p.382-397.

A2_Cerchia, A.E.,Oacheşu, M., **Constantin, M.** (2018) Technologies and Innovation in the Management of the Banking Sector, Brătianu, C., Zbuchea, A., and Vitelar, A. (eds.) *Strategica. Challenging the Status Quo in Management and Economics.* Bucharest: Tritonic. ISSN 2392-702X, ISBN 978-606-749-365-8, p.371-381

A3_Grigorescu, A., Costovici, D.A., **Constantin, M.** (2019) Managing Asymmetric Conflicts in the Dynamics of the 21st Century, Strategica 2019 Proceedings Upscaling Digital Transformation in Business and Economics, ISBN 978-606-749-428-0, p.75-83.

A4_**Constantin, M.,** Bortea A.N., Costovici Mema, D.A., (2020) Risks and Vulnerabilities in Digital Public Services. Threat of Cyberterrorism Vs Romania's Cybersecurity Strategy, *Holistica Journal of Business and Public Administration*, vol. 11, iss. 2, pp. 74-84

A5_**Constantin, M.** (2020) Management Of The "Syrian Refugee Crisis" - Repercussions On European Security. Impact/Measures Analysis In STANIEWSKI, M.W., VASILE, V., GRIGORESCU, A. (vol. ed.), *Lumen Proceedings: Vol. 14. 1st International Conference* Innovative Business Management & Global Entrepreneurship 2020 – in print

A6_**Constantin, M.,** Constantin (Bucur), A., Bortea, A.N.(2020) Efficient Workforce Management Within The Concept Of "Smart City". Using Artificial Intelligence As Part Of The Future Counterterrorism Strategy In STANIEWSKI, M.W., VASILE, V., GRIGORESCU, A. (vol. ed.), *Lumen Proceedings: Vol. 14. 1st International Conference* Innovative Business Management & Global Entrepreneurship 2020 – in print

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C1_Grigorescu, A., **Constantin, M.** (2018) Strategic priorities of public institutions for managing and preventing the terrorism phenomena, Strategica International Conference 6th edition, SNSPA, Bucharest, 11-12.10.2018

C2_Cerchia,A.E.,Oacheşu, M., **Constantin, M.** (2018) Technologies and Innovation in the Management of the Banking Sector, Strategica International Conference 6th edition, SNSPA, Bucharest, 11-12.10.2018

C3_Grigorescu, A., Costovici, D.A., **Constantin, M.** (2019) Managing Asymmetric Conflicts in the Dynamics of the 21st Century, Strategica International Conference 7th edition, SNSPA, Bucharest, 10-11.10.2019

C4_Bortea A.N., **Constantin, M.** (2019) Efficient workforce management within the concept of "Smart city". Using artificial intelligence as part of the future counterterrorism strategy , 7th Edition of the International Conference European Perspectives on The Labor Market- Innovation, Competences, Performances, organizat de Academia Română -IPE, SNSPA, URA, INCSMPS, Bucureşti, 15-16 Noiembrie 2019

C5_ **Constantin, M.** (2020) Management Of The "Syrian Refugee Crisis" - Repercussions On European Security. Impact/Measures Analysis Authentic leadership, requirement for trade unions in education, International Conference Innovative Business Management & Global Entrepreneurship 2020, Organized by: University of Economics and Human Sciences in Warsaw, Poland; Romanian Academy, Institute of National Economy, Romania; South West University "Neofit Rilski", Bulgaria; National Institute for Economic Research, Republic of Moldova; Social Science & Business Research Network – SSBRN, Indonesia; Association Holistic Research Academic, Romania – HoRA, September 4th, 2020, on-line

C6_**Constantin, M.,** Constantin (Bucur), A., Bortea, A.N.(2020) Efficient Workforce Management Within The Concept Of "Smart City". Using Artificial Intelligence As Part Of The Future Counterterrorism Strategy, Authentic leadership, requirement for trade unions in education, International Conference Innovative Business Management & Global Entrepreneurship 2020, Organized by: University of Economics and Human Sciences in Warsaw, Poland; Romanian Academy, Institute of National Economy, Romania; South West University "Neofit Rilski", Bulgaria; National Institute for Economic Research, Republic of Moldova; Social Science & Business Research Network – SSBRN, Indonesia; Association Holistic Research Academic, Romania – HoRA, September 4th, 2020, on-line