PRAGMATIC APPROACH OF THE MANAGEMENT IN THE NATIONAL SECURITY SYSTEM

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Abstract: The Romanian public policy have in the past 20 years, important changes, confined to the transition to a democratic society where the rule of law, citizen rights and freedoms are guaranteed. Moreover, international processes, such as financial and political institutionalization of the European Union, the movement favored globalization, unprecedented human, financial flows, trade and information, causing, in addition to the huge benefits and the emergence and development of numerous threats conventional or asymmetric at the national and international legal order and to peace, stability and universal human rights.

1. TRANSFORMATIONS AND REQUIREMENTS IMPOSED ON ROMANIA AS MEMBER OF NATO AND EU

Once Romania joins the EU on January 1, 2007, Romania has entered a new stage, which involves the preparation and adoption of necessary measures to eliminate internal border controls, to join the Schengen Area. Abolition of checks at internal borders of the European Union is the most visible and important effect of European integration. Promoting effective measures of social responsibility, implementation of Business Principles, are effective measures to prevent and combat corruption. In Romania, like in all modern democracies, national security management institutions are at the same time, a necessity and a priority. The activity manager must be based on a careful and thorough analysis of both the objectives and the needs of the institution. Integration into NATO and the EU impose special requirements in the management of national security institutions, insisting on increasing efficiency and quality management processes.

To act, the manager must be familiar problem situation involving change. Classical Administration, governed by a set of specific regulations is not adequate for this purpose. The operation of modern public administration, flexible and efficient is a prerequisite for the structural transformation of Romanian society to achieve a profound reform in all spheres of socio-economic growth of the citizen's role in decision-making. In addition, to achieve these changes had to be placed on the details required by the EU integration process, which involves achieving - the deadlines - the typical operating standards Member States. Thus, when the information explosion, the continuing education and efforts to continuously update the general and specialized knowledge, management of national security institutions and improving their overall management process that must be a key area of their business.

Creation of the Schengen area, a unique historical achievement, solidarity cannot function without the 25 Member States in the management of external borders, while assuming responsibility for the fulfillment of a set of common measures of these states. Time taken by the Romanian authorities to achieve this goal is March 2011. As organizational measures, the Romanian Government Schengen Action Plan was developed in order to transpose and implement Community provisions, supported by the National Strategy for Integrated Border State for 2010-2012.

Civil society is the heterogeneous entity operating in unoccupied space between the state (with all its political and administrative institutions) and market (which is the essential element of profit). In this area, disinterested political (civil society, by definition, aims to capture political power at the local or central) and financial, would be impossible to discern the values and principles that guide a society. This is the area of the middle, forming indirectly controlling at least parts and (moral and value) the proper functioning of socio-political institutions. In countries with long democratic tradition, civil society is an element of balance and civic education of citizens. Therefore, joining the Schengen area requires successful completion of the evaluation process of Romania by experts delegated by Member States, the EU Council and the European Commission, by meeting certain technical benchmarks, according to a predetermined schedule. In order to support Romania and Bulgaria in the period between the date of accession and the end of 2009, the Schengen Facility financial instrument was created to finance actions at the new frontiers of the EU to implement the Schengen laws on border control (in accordance with Art . 32, Treaty of Accession).

Implementing an effective management in the areas of defense policy, integrated defense planning, legislative work, legal, human resources, financial accounting, internal audit, religious assistance, health care, scientific research, public information is a particular direction. Defense policy promote the interests, objectives, and strategic political-military national cohesion and to ensure coordination of sartorial strategies in defense and defense diplomacy. Concept of human resource management is implemented through a package of projects including the proposed measures to modernize human resources management system in its essential components: items, and motivation for career military personnel. The Romanian Armed Forces, military career is managed under this new system, designed in relation to current and future needs and consistent with the armies of NATO member states. In the operation of this system are military career guide, a tool that ensures transparency, equal opportunities and fair, based on performance and experience in promoting the military hierarchy.

Civilian personnel management policy in the military seeks to ensure a career path for those with higher education leaders for the recruitment station-expert structures in areas that do not require specialized military training by improving training, employment and civilian positions management expertise and support in the areas of military action does not require military expertise. Career planning and forecasting medium to long-term human resources management is based on computerized defense of staff, ensuring the competence of language, especially English.

Defense intelligence services must have a good capacity to adapt to internal and international challenges and opportunities are the first structures to anticipate changes and trends in the security environment. Defense information system development support is part of the defense policy of Romania, setting major dimensions of diplomacy and defense assistance to assess the politico-military structures of the dimensions of transformation of regional and global security environment. The purpose

of intelligence determinant of defense is and will always achieve information superiority through the acquisition, processing and delivery of finished products of information (intelligence), the national decision-making authorities, allied and partner countries.

2. ORGANIZATIONAL STRATEGIES IN PUBLIC POLICY

Globalization requires a new vision of knowledge on how to approach collaboration inside and outside the organization. It is therefore interesting to study how to complete the transition from theory to explain the processes of organizational change in public policy, theoretical models of the effective date thereof. Structural changes are normal items that have their roots in the new strategic direction and transformation of the Alliance. They allow a wider range of objectives and processes including design and preparation for participation in collective defense forces and capabilities needed to improve multinational crisis management operations and combating terrorism.

In public policy at the institutional level, security policy takes into account how policy is formulated and executed at the operational level. At operational level, security policy is to take immediate measures to prevent the security threat. Security strategies are built on a rigorous analysis of the security environment, national interests set of political power arising from the policy objectives of security, available resources and take appropriate ways to respond to challenges and threats to safety. In our approach we adopt the meaning given greater generality through the derivation of the concept of organizational theory, means that the security state of dynamic equilibrium macro-structural intra-and inter-social-organization of the same level (state-state structure supra supra-structure) and different areas of coverage achieved by correlating organized and unorganized and change management in such a way as to not be affected objectives (values) of their basic generally accepted their existence as entities and their reproductive opportunities.

Training managers in a specialized national security structure is achieved both through specialized courses and other activities, such as specialized seminars, documentation, problem solving, meetings, exchanges of views etc. From the point of view of their activities within it, each structure can be considered a training institution. Each structure must be given its preference to training managers and training teams then coordinated by them. It appears evident need for training of specialists and professionals for all levels of management within the national security structures. Since Academies of forces (including the Technical Academy, Police Academy and National Academy of Intelligence) and continuing with further training forms (bachelor, master and doctoral studies) conducted in the Carol I National Defense University, specialized staff has the possibility of theoretical training and continuing training, including scientific research that will help develop their qualities and managerial skills.

The new generation of managers of national security is and should continue to be trained in an increased responsiveness and sensitivity to quantitative decision support. Success in managing national security structures specialized combination translates into the professional competence and emotional intelligence necessary to understand how an organization. Different role played by training managers function within each of the national security structures strongly influence its effectiveness. From the perspective of organizational theory, security means state of dynamic equilibrium macrostructure, intra- and inter-social-organization of the same level (state-state, supra-structure) and different areas of coverage achieved by correlating organized and

disorganized and change management in such a way as to not be affected values (goals) of their basic generally accepted their existence as entities and their reproductive ability.

In the field of public order or national security, scaring us with the idea of change management as a professional practice area, appears a new definition of change management: change management content or subject matter. It consists of models, methods and techniques, tools, skills and any other form of expertise that underpins all activities. The content or subject matter of change management is drawn from psychology, sociology, business management, economics, industrial engineering, systems engineering and the study of human and organizational behavior.

To see how we can protect the power of innovation in achieving maximum performance is most often takes an interdisciplinary approach. An important focus attention it has focused primarily on the areas and environments that develop the most effective practices in the design and development of competitive strategies and tactical planning, resource allocation, implementation, monitoring, evaluation and project organizational processes. It would be the first time in history that the methodology of approach, treating and solving the problems of national security is extracted from, and related practices and trends in the competitive economic environment, particularly from the corporate business. These systems enable the development and application specific analysis and personal work processes such as benchmarking, competitive intelligence software, strategic and risk management, re-engineering etc.

Organizational development is the process of improving the effectiveness of the organization and the welfare (well-being) to its members through planned interventions. This means increased efficiency by achieving goals and objectives of the organization, the welfare of members - workers with job satisfaction and work environment and planned interventions by sets of structured activities in which selected groups are engaged in tasks that are related directly or indirectly by improving organizational. At the most general purpose is to achieve successful organizational development to organizational change. It may derive from different specific objectives, such as developing plans to improve organizational redesign of organization structure, achieving cultural change, increasing the effectiveness of internal communication, clarifying roles and responsibilities, encouraging creativity and innovation, increasing the effectiveness of decision processes etc.

Management development programs usually tries, through a variety of methods, to persuade managers to consider a position point between top and bottom and then try to get as close to the ideal. The pyramidal organizational structures that operate vertically reduce management uncertainty showing clearly and unambiguously who has authority over whom. Organizations in public policy are generally highly specialized systems and established several criteria are used for grouping and grading. No two organizations are identical. Each has its peculiarities. Many of the known theories or models of managerial behavior include the disparity in the conditions statement. All models of the disparity are based on the assumption that a strategy for change must recognize the difference between the targets and create an individual's ideal and what is, or thinks he actually performed. When a model is in an ideal or a management style that is explicitly or implicitly presented objectively examining the model will compare their own state or style with this ideal. If current performance is perceived to be lower compared to this ideal, is therefore a condition of disparity that inspires improvement.

Romania's strategic objectives defined as priorities for action set by the National Public Order Strategy 2010 - 2013, are the main coordinates for the structures responsible focus efforts and expertise in public policy and is based on the following objectives: improve citizen's safety; ensuring a climate of legal business; reducing the impact of organized crime, terrorism and border; strengthen the integrated management of public policy crises and emergency situations; improving the quality of public services in the field; border security, especially outside the EU in Romania. Change issue is an almost obsessive concern in the sociology of public policy organizations, perhaps because of emphasis and also proved bureaucratic rigidity, or the concrete problems facing incessantly, both business leaders and managers of administrative reforms. Change can be viewed as a dynamic equilibrium of forces on the one hand, pushing to change, and on the other hand, causes a resistance to change.

Clear and deep perception of the need for change by the managers of the change process is essential. Perception of change is important but not sufficient and should therefore be supported by a mix of actual activities of the managers. Consequently, one of the most important aspects is the understanding of the organization's staff, managers and subordinates, need for change. The staff organization should be helped to understand that the current organizational structure should be adapted to new requirements posed by the transition to a market economy, the current information system should be changed and transformed into an effective tool to reach managers and their decisions need a background participatory methods and using modern management techniques.

This stage, which is essential for it involves actually creating human resources in the organization belief that the current political system and the current management staff are not compatible with market requirements. Understanding the need for change assume, moreover, that further knowledge management processes and execution with older structures in the new conditions lead inevitably, sooner or later, in situations critical to the organization. The process of change within the organization must go through the opening stages and thawing, which is trying to change the balance between the desired situation for change and actual change or transformation, for which the transformations that allow the passage of the desired situation and the closure or freezing step in seeking to achieve new balance in the system. This may be done by resorting to legislation, the organizational culture, organizational structure.

Planned change involves going through a complex process involving several stages, which makes the diagnostic analysis, action plan is being implemented under which the change project, because, finally, an evaluation of the results. Managing change in public policy processes requires a systematic succession accompanied by a permanent feedback. Implementation of change management involves the definition of the factors that generate change, recognizing and understanding the needs of changing problems that involve change of diagnosis, identify the methods by which to make the switch, determining ways to implement change, overcoming resistance to change, implementing change and evaluating the implementation results change.

During the social and organizational change, there is a need for communication strategies and techniques for adaptation. Then, during post changing, management and communications prodevelopment stability become more important. Organizational transformation involves changes in public policy at three levels. A first level is the change of attitudes and behaviors of employees. The second level refers to the change management system as a whole, while the latter aims at deeper layers of the

organization's value systems and beliefs, community affectivity employees. Note that the last level is the first two. Another feature of transformation is that organizational change is not confined to mere maintenance organization officials, but they aim at renewing the organization as a whole. By comparison with the military's business strategy is noted that both business organizations and the military try to use its forces to exploit enemy weaknesses. The fundamental difference between the two strategies is that business strategy is formulated, implemented and evaluated under the assumption of competition, while the military strategy assumes conflict.

Operationalizing organizational transformation in public policy is conditional upon the existence of a set of preconditions:
- Management of the organization must be committed to change;
- Each employee should be able to see what a good organization and what values are based;
- There are certain exogenous conditions in the environment that the organization-faced problems cannot be addressed and solved using the previous arrangements;
- Key people in your organization to support achievement of organizational changes;
- Managers and professionals who made the change to be prepared and committed to a long process;
- Change makers are aware from the outset that they will be confronted with the opposition to change;
- During the change must be willing to learn from a wide range of people;
- Most of the staff organization to be convinced of the need to carry out the proposed changes;
- Organization is ready to any assistance / contribution available / useful change;
- Provide access to information involved in all phases of organizational change.

Organizational transformation in public policy change is so profound that consider simultaneously harmonization, organizational adjustments and reorientations. Frequently, organizational transformation involves redesigning the organization as a whole, as if the community police into local police transformation, which is also directly subordinate to the mayor.

Strategic Objective no. 1, to improve citizen security, public safety states that measures citizen or legal action shall consist of all preventive-reactive public or private institutions or individuals have taken to enhance the security of individuals, communities and property. The main intervention areas are subsumed under this strategic objective safer street and on public transport, road safety and safety in rural areas. Results expected from this objective are to increase the performance of public order and safety devices in an integrated system, reduce street crime, increased firmness in law enforcement and increased public confidence in the institutions of the Ministry of Administration and Interior.

Strategic Objective no. 2, ensuring a business climate of legality, based on the premise that economic security is one of the structural elements of national security. The main intervention areas are subsumed under this strategic objective the protection of the state budget, combating tax evasion and customs fraud, combating crime in public procurement and intellectual property rights and industrial property. Results are expected to achieve this objective by reducing activities that contribute to the economy and their transfer into the real economy, law enforcement purposes taxes, increase the amount of damages for the economic and financial crime cases increase resolved and finalized convictions in economic and financial crime.

Strategic Objective no. 3, reducing the impact of organized crime, terrorism, border and has received numerous institutional development and activity is coordinated, sequential, sectorial strategies, to enter into ongoing monitoring and improvement cycles. The expected results consist in increasing the number of cases handled by legal finality - convictions and confiscations, in organized crime, increase the amount of funds obtained through the sale of goods identified and unavailable for forfeiture resulting from illicit activities, and in an increased capacity for knowledge and organized crime and border control, particularly immigration.

Strategic Objective no. 4, consolidation of integrated public policy crises and emergency situations is based on the fact that the Ministry of Interior operates the National Center for Public Order Leading Actions, inter-institutional structure of decision support for management actions crisis in public order. To achieve its objectives and providing support functions for the Ministry of Administration and Interior, the National Center cooperates with the National Operational Centre of the General Inspectorate for Emergency Situations, the Situation Centre of the Government, the Coordination Centre for anti-terrorist operation, the Component situations Operational Management Centre of the General Staff and other intelligence centers established in the public institutions represented. The main areas of intervention, subsumed this objective are to improve the integrated management of crises in public policy, improved response mechanisms and management of emergencies and providing support functions to the structures with responsibilities in public policy and adopting policies the state of emergency management. The expected results are given by the 42 operational command and coordination centers, 42 centers that coordination and leadership of emergency intervention - and the county centers of Bucharest, as well as reducing average response time in crisis situations public policy and / or emergency situations.

Strategic Objective no. 5, to improve the quality of public services, one of the most important objective, because of its direct impact on citizens, improve public services, induces joint action on two main areas of intervention, is to increase transparency and speed in providing public services of police, as well as institutional resource optimization, to decentralization, reducing the risk of corruption and improving the socio-professional employees. Results expected to achieve this are improving the image and prestige of the Ministry of Interior and its personnel, the Ministry of Interior to improve relations with civil society, by increasing confidence in police institutions and increase confidence in the institutions with responsibilities in public policy.

Strategic Objective no. 6, border security, especially outside the European Union in Romania, an area considered a priority for Romania's future, the prospect of joining the Schengen area, are mainly protection of citizens in Europe, in a ' global society. Considering the important role that integrated management of border security plays in Europe, Romania needs to make its contribution to the strengthening of integrated border management mechanism, starting from the very European concept of border security. Thus, under the EU Schengen Catalogue updated on external border control, readmission and return, ensuring a high level of surveillance and border control to community standards, the responsibility to implement an integrated border management, with the participation of all state institutions responsible the do-menu and apply a set of complementary measures, namely border control (check-books and surveillance), as defined in the Schengen Borders Code, including relevant risk analysis

and crime intelligence, crime detection and investigation of cross-border coordination with all law enforcement authorities, to apply the model to the four filters, set at European level, cooperation between border management agencies (border police, customs, police, immigration, national security and other authorities) and international cooperation and coordination and consistent activities of Member States, institutions and other bodies of the Community and Union. Securing the border is developed and managed nationally by the National Strategy on joining the Schengen Area, and National Strategy for integrated management of the state border of Romania during 2007 - 2010 (which is currently under revision) and the main areas of intervention subsumed under this strategic objective is to create an integrated border security.

Border monitoring results are expected in European standards, rehabilitation of all international border crossings, as required by the Schengen Catalogue - Control of external borders, return and readmission, targeting 85% of the total personnel of the Border Police and total equipment and vehicles owned by the institution related to operational activities and harmonization of conditions of entry of foreigners in the country, with the Schengen laws. In the legislative normative acts must be assessed within the areas of public policy, especially following legislative efforts to clarify the duties and responsibilities in structures, linking-up areas and Euro-compliance relevant Community acts. Legislative initiatives will consider the implementation of normative acts adopted at EU level, according to the algorithm established by the European Commission Work Program for 2010 and European agenda and international cooperation affairs. Legislative initiatives to amend the level of normative acts (laws, ordinances, decisions of the Government) and internal ones (order, instruction of the Minister of Administration and Interior) will be made according to the annual legislative plans, based on new opportunities.

The national strategy of public policy generally involves activities that will be made in annual spending limits adopted by the state budget law, and by making the absorption of EU funds and financial resources necessary for financing the projects undertaken by them. In order to finance actions at the new EU external borders, to implement the Schengen laws and border control, Romania has made available funds of the European Union through the PHARE and Schengen Facility. Organizational framework needed for implementing, monitoring and evaluation strategy involves the collaboration of all involved institutions and stakeholders to implement in an effective, strategic actions and activities foreseen in the objectives and strategic plan will be achieved by the sector "Order public safety and public "2010 - 2013, and plans programs and distinct component structures of the Ministry of Administration and Interior. The changes in public policy and national security requirements arising from the defense policy goals, as established by the Government Program 2009-2012 and the National Defense Strategy are:

a) Continue the process of military transformation. The institution aims to develop its own defense capabilities required for safeguarding national territory, participation in current and future operations and to meet their commitments under international and regional organizations. This transformation process requires a comprehensive and coherent approach to reform needs and is based on implementing the following measures:

-   Transforming the force structure to achieve a modern package, professionalized, adequately equipped, deployable, interoperable, with a capacity for self-maintenance;

- Optimization of human resources management;
- Optimization of defense planning;
- Upgrade equipment and strategic infrastructure;
- The transformation and modernization of the military as a whole, to increase institutional effectiveness and support good governance act;
- Developing capabilities needed for interventions in civil emergencies.

b) Strengthening Romania's profile in NATO requires the harmonization of national defense policy developments within NATO with the participation of substance conceptual developments in the Alliance. An active role of Romania in NATO is essential to promote national interests at inter-allied security and the integration of Romania into the NATO decision. This objective requires further operational forces available to NATO and the continued implementation of capability and interoperability requirements employed by the objectives agreed with NATO and the EU, participation in NATO operations and missions, participation in conceptual developments regarding the transformation of NATO, and bringing initiatives on the capabilities of allied contributions.

c) In the struggle for integration into the European Union, Romania has developed participation in the European Security and Defense Policy, aimed at strengthening the commitment of forces and capabilities depending on its developments. Continuation and development process involving forces and capabilities in EU, strengthening participation in crisis management operations, strengthening the commitment of forces and capabilities for Objective Global 2010, to fulfill the EU battle groups and participation in programs conducted by the European Defense Agency.

d) The status of NATO member Romania and EU in the vicinity of three major areas of instability (the former Soviet Union, Middle East and the Balkans) is a key issue for national security and should assume an important role in maintaining stability in these regions, with direct implications on how the defense planning and strategies to promote national interests at regional level.

From this perspective, Romania has taken a pro-active regional policy, based on employment in South-Eastern Europe, particularly in the Balkans, and increasing contribution to the security of the Caucasus and Black Sea region. The military efforts are focused primarily on the following dimensions:
- To strengthen political-military dialogue and military bilateral cooperation with states in the wider Black Sea region, the Balkans and the Middle East;
- Developing programs to assist interested states in the region in the defense sector reform;
- Active participation in bilateral and multinational cooperation initiatives in the region;
- To promote international cooperation and assistance in the region.

e) Romania will continue to be part of efforts to combat international terrorism through active participation in operations conducted by international organizations or coalitions of the will to combat or prevent terrorism, by supporting the fight against proliferation of weapons of mass destruction and support operations stabilization and reconstruction. Lines of action necessary capabilities are targeted for participation in operations to prevent and combat the asymmetric risks and support them in theater, providing support with specific capabilities (intelligence, surveillance, air and

maritime) and increased institutional capacity to interact with other structures of the system national security.

All they need to concentrate resources and administrative capacities throughout navigate in those directions, which requires going through a continuous process of adaptation and institutional reform. Romanian Army transformation is not an end in itself, but appropriate response to changing security environment, NATO transformation and the commitments that Romania has made in the European Union and other international commitments. To be effective, the conversion must be supported by changing attitudes and improving the ability to adapt to new military professionals. Carrying out the transformation process will result in the creation of military capabilities characterized by flexibility, increased speed of response and interoperability, which will provide increased opportunities for political and military decision-makers to achieve those objectives, in line with national interests.

In the field of local and central public administration major changes in the plan notes institutions responsible for national security, the most obvious being the Ministry of Administration and Interior, most of Romania's national security structure. Transforming Community Police in the Local Police and the adoption by all employees of the new institutions of civil servant status is aimed at professionalizing and empowering sub-structures that previously often ignored or slight by some citizens. However, this transformation will remove from among those employees who have not passed the baccalaureate exam at least, this condition being imposed by the legislation concerning the status of civil servants and public order structures.

3. CONCLUSIONS

In today's environmental concerns to create a secure and stable international security, following events that have generated significant political changes, social and economic, both globally and regionally, locally and nationally, it was necessary and Romania to reconsider the concept of security and how it promotes its fundamental interests, under the system evolution of European and Euro-Atlantic security. Study national security perspective of integration and globalization processes, with all the chances and opportunities they bring, but with so many challenges imposed, it is a necessity, which has forced many researchers to give the field a vast investigation.

Knowledge, understanding and accurate assessment of internal processes, degree of social cohesion, the ability to mobilize public is an equally important need for national projects. National security is ensured through their own efforts and through cooperation with allies and partners, in accordance with national programs, the European Union's security strategy and NATO's strategic concepts. It aims to harmonize national efforts with international commitments and to identify ways of working fit appropriate to prevent and counter threats. Efforts are also aimed at promoting democracy, peace, and stability in other areas of strategic interest, reducing the development of national capabilities and profoundly transforming security institutions.

Each country's security, and security of the international community as a whole, relies on not only response and adaptation, but above all, the ability to anticipate and act proactively. In today's complex, dynamic and confrontational, which are in the process of globalization, a deep understanding of major trends of evolution of international security and how each country has a chance to become an active part of this process is a prerequisite for progress and prosperity. To achieve its legitimate

interests, the Romanian state - part of Euro-Atlantic community and an active participant in the new European construction - promote, protect and defend democracy, respects human rights and fundamental freedoms and act in accordance with international law, to accelerate its modernization and economic and social development, ensuring a European living standards and full affirmation of national identity.

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