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## INFORMATION RESOURCES MANAGEMENT IN ROMANIAN ARMY

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**Abstract:***The purpose of intelligence is to provide commanders and staffs with timely, relevant, accurate, predictive, and tailored intelligence about the enemy and other aspects of the AO. Intelligence supports the planning, preparing, execution, and assessment of operations. The most important role of intelligence is to drive operations by supporting the commander’s decisionmaking. Even though information has always been an essential element grounding the military decision making process especially during armed conflicts, the current characteristics of contemporary society turn it into a source of power and, hence, into one of the most important defense resources, as argued in our thesis.*

The beginning of the 21<sup>st</sup> century has witnessed a special stage in the evolution of mankind given the historical major changes that have occurred and led to an information based society that trespasses any frontiers and gradually dilutes any temporal or spatial constraints.

The technological revolution has led in the fields of communications and informatics major shifts that made room for an increase of their importance as a result of the opportunities that had never existed before to collect, refine, store and distribute information.

Modern armed forces pay special attention to the aforementioned aspects since one of the main aims is to win the information battle given the extended role of information technology and of communications means in the battlespace.

Management related processes will no longer be possible outside the usage of information technology and they will become more and more integrated with armament systems, eventually leading to the usage of robots and remote controlled vehicles, extensive usage of intelligent ammunition, as

well as of information technology based work methodologies and, hence, to the possibility to unfold military actions while also monitoring the enemy’s actions. Modern warfare led by various units will require the collection, elaboration and rapid transfer of information from the whole battlespace. Such a requirement involves the existence of a multitude of semiautomatic and armament systems able to compensate for the human being’s physiological limits and for the technical performance of the classical equipment, to accomplish an optimal coordination of various forces and armaments under the constraints imposed by a compressed operational time, and to ensure human force preservation so that the latter can be used when special circumstances ask for it or to consolidate success.

All of the above considered, we have underlined a few aspects related to the terminological delineation of the concepts of information resources management and integrated resources management. Moreover, we have attempted to describe the relationship between the two in a personal manner.

In this respect we have started our investigation from the conclusions formulated

as a result of consulting an extensive literature in the field and that led us to the belief that an “integrated defense resources management” through its main component known as “information resources management” is essential in the management of operationalized units participating in multinational operations.

We advance the idea that the information resource has become one of the main resource categories of modern warfare and that information technology and modern communications systems ensure the possibility to inform in real time, to influence public opinion, to model political action.

Our personal experience in the field of information collection, verification, interpretation and supply to the political and military decision-makers in order to facilitate the decisions related to the protection of national interests and countering current adversaries’ actions, made us understand the importance and complexity of the field of information resources management. Moreover, the educational programs attended in accredited institutions have strengthened our conviction that in order to ensure Romanian troops’ interoperability with those from NATO member countries participating in multinational missions it is first necessary to align the concepts and phrases, including those describing the field of information resources, and to accomplish a real information interoperability.

Information - as a source of power and as a major element belonging to the art of war, and hence, is a weapon that can prove its effectiveness if efficiently collected, protected, elaborated and managed. As a result of this analysis we have reached the conclusion that the quality and quantity of information available at a certain moment, the capacity to efficiently manage and use it in order to make decisions are a key element in building information power which is a fundamental component of strategic power. The former can contribute to winning a conflict, be that of military nature or not, before the hostilities are triggered at a visible level.

In our opinion that the general acknowledgement of information as the basis

of modern society, as well as a resource as much as people or money, has led the emergence and recognition of the concept of *information resources management* that, in its turn, imposed on managers and leaders to use information as a resource. Thus the process of operationalizing the concept of information resource management actually involves the application of the principles of resources management and, hence, the usage and organization of resources, mechanisms, technologies characteristic of information management in a specific structure to be led based on scientific principles.

We also believe that the information resource is one of the most important defense resources and its importance is overwhelming while preparing to conduct warfare, as well as in the postconflict stage. A rich and reliable information resource becomes a force multiplier adding value when intelligently used since it is a well known truth that the one who has the information and knows how and when to use it can be successful. On the other hand, the scarcity and alteration of the information resource can lead to failure.

Romania’s accession to NATO and EU has led us to the conclusion that Information for Defense has acquired an international character since it is integrated in a system that contributes to the process of ensuring security within the euro-atlantic area and not only. Moreover, taking into account the features of asymmetrical threats, especially the terrorist phenomenon and the peculiarities of NATO and EU areas of operations, we believe that information assurance is essential in force protection, mission success and in the accomplishment of the military and political objectives of the Romanian state.

In this framework, we underlined the fact that the value of the military information passed on to the Alliance, the way in which the Romanian military meets the latter’s requests and the bilateral cooperation with NATO member states have transformed military information into a specialization of the Romanian armed forces and thus has ensured an important niche for the Alliance. Considering the NATO transformation process, the important role of Information for



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Defense in the common defense process and the significant contribution with military information structures to the NATO Response Force – NRF, we believe that the military information is an important asset of Romania and that grants the trustworthiness and robustness of our country as a NATO member state.

Open sources (OSINT) represent, from the point of view of the Alliance, the necessary link in ensuring a superior coordination in the intelligence area of the efforts of the member states with a view to establishing the general strategies and policies, as well as to supporting from an informational perspective the decisions made in the theatres of operations and to supporting troops' maneuvers. NATO military experts admit it in an objective manner that open sources cannot be substituted with spies, satellites, technical means or military capabilities, but they grant a strong support to the planning and execution of civil and military operations, starting with those aimed at providing humanitarian assistance and finishing with war.

As for the openness of the decision making factors to the various types of information products (outputs), we have concluded that this varies on a case by case basis. We believe that current information products that sometimes resemble the journalistic style are often criticized as lengthy and superficial. However, the estimations, from our point of view, are mostly criticized especially in the situations in which the conclusions are not based on the frequency of the decision makers, the latter blaming the services for undermining the decision making process.

The experience gained in the field of operational intelligence undertaken within the intelligence/counterintelligence structures supports leads to the conclusion that the process of obtaining information products

characteristic of Information for Defense a mechanism generated by a need for information is triggered. Upon the identification and justification of this need leads to the elaboration of an information project based on which all the stages of the information cycle unfold. We believe that the information cycle built on the principles underlying the intelligence/counter intelligence activity represents the basis of the information process. The latter in its turn represents the foundation of the intelligence, surveillance, target selection, reconnaissance –ISTAR- and IPB processes whose components are directly related to the stages of the information cycle.

The analysis of this process leads us to the conclusion that all these procedural stages within the Information Cycle framework can have a greater or lesser influence depending on the nature of the national contribution to multinational missions. The implications generated by the planning of the available resources have a direct impact and trigger the efficiency level in the usage of the human, technical, financial or any other capabilities in the planning, generation and implementation of the national contribution multinational operations in an efficient and feasible manner form a twofold perspective: national and multinational.

Operationalization of the Romanian armed forces' units involves a lot of effort at all levels given the aim of making them interoperable with those of our allies and of deploying them to theaters of operations.

It is understandable that during the operationalization efforts special emphasis should be placed upon the means of information collection and management since the necessity to undertake such actions in real time alongside with our allies requests information interoperability.

The experience of our troops highly appreciated at NATO level confirms that we have achieved the information interoperability desideratum and allows us to conclude that this is a gain that adds up to those ensuing from the common efforts aimed at supporting democratization processes, upholding human rights in countries where our troops are deployed.

The analysis has pointed out the necessity to operationalize the military structures and made us conclude that Romania's integration into NATO involves not only our country's participation in the main decision-making bodies of NATO, but also other key elements such as the usage of common language in multinational operations, the change in mentality in order to ensure the acceptance of the Alliance's values, the accomplishment of the conceptual and technical interoperability, etc.

Given the current characteristics of the contemporary security environment which becomes more volatile, uncertain, complex, ambiguous and fluid as a result of the worldwide crisis and the unfavorable evolution of the current conflicts from Irak, Afganistan in which the forces of the democratic countries participate with a direct result in financial constraints placed upon the military systems, we witness major changes in the military operations characteristics, especially the multinational ones. Despite the difficulties encountered in approaching the features and risks of these operations we have attempted to capture some aspects that are relevant considering all of the aforementioned aspects.

If making international commitments pertains to the political factor, accomplishing them falls to the military leadership. The military decision makers must have at their disposal the necessary forces to be deployed outside the national borders. However, for such missions, a special structure is needed in order to make available some specific capabilities and to meet up area specific expectations or to accomplish each of the mission's goals.

We have concluded that each mission is unique in nature and goals and hence

requires a specific structure in this respect. Therefore, the operationalization of a military force is needed for each mission and also a pre deployment stage is required in order to ensure the planning, the endowment, the training, the verification and certification. The military force projected for various missions must have leadership, information and execution structures able to act in accordance with the characteristics of the theatre of operations. Hence, a series of principles, methods, and systemic analysis is needed.

During operations commanders have access to a great amount of information related to enemy, environment and own capabilities awareness. Since information products can stifle the force command an control system special attention must be paid to the selection of the information to reach commandants in order to enable them to make the right decisions. Hence, an operationalized information system is needed to ensure the necessary information in due time. The arguments in favor of such a system ensue from the difficulty of the objectives to be accomplished and from the technical endowment that offers the necessary means to achieve success.

The current military realities have shown a clear transformation of the nature of modern warfare in terms of the integration of information technology and communications and of their usage as a warfare tool. The more and more obvious electronization and digitization of the battle space impose a global interconnection of all information elements, leadership structures involved in multinational operations.

The deployment of operationalized military units in theatres of operations triggers new challenges for the security and safe usage of the information managed within these. We have outlined the necessity to reconfigure the information system in such a way as to ensure maximum protection of data and data access. In conclusion, in order to ensure a security environment based on an information system of the operationalized units participating in multinational operations without the risk of affecting information, a series of measures and complex procedures concerning various files



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must be elaborated and implemented. Thus, the confidentiality, availability, integrity of the classified information that is stored, processed or passed on through the information system of the operationalized units can be ensured.

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