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**Decisive Procedures Used in Domestic  
Crises Management during Hybrid War**

**Emanuel-Ștefan Marinescu<sup>1</sup>, Viorel-Cătălin Mihalcea<sup>2</sup>**

**Abstract:** The decisive procedures are ways to engage and to reduce or to annihilate the center of gravity specific for domestic crises, methods that are activated after the use of some preliminary procedures. As it is known, as a general rule, preliminary procedures set the necessary framework for subsequent interventions which may finish the management approach of the situation that came up. Decisive procedures include dynamic actions multiply focused on reducing the potential to affect specifically the various hotbeds appeared on the national territory. The success of the efforts undertaken in the management of the operative situations emerged depends on the rapidity of the intervention, the quality of the allotted structures, the procedures used and the efforts' synergy. It is important that the management effort of the situations emerged to make use of procedures defined by high efficiency, carried out by professional structures which benefit from an extended inter-agency collaboration. The Hybrid War is the worst possibility for these days.

**Keywords:** domestic crises; decisive procedures; Centre of gravity; annihilation; operational framework; domestic security operations; hybrid war

## 1. Introduction

The beginning of the 21st century defines, asserts and expands the existence and harmfulness of hybrid warfare. Domestic or internal crises, typical of the hybrid manifestation, involve offensive or combined actions, with definite directionality for engaging and affecting the target internal center of gravity. The hybrid effort prioritizes imposing control, disrupting domestic order, destabilizing society, and collapsing the state. In the process of solving the crisis, it is necessary to restore the normality affected by the aggressor factors. In relation to the materialized hostile potential, the amount of adverse forces and the virulence of the threat, large-scale inter-institutional efforts will be carried out to effectively and quickly counter the threat. The ways of synergistic action will contain different measures, tactics, techniques, methods, procedures, actions or interventions. The range of the intervention, the extent and typology of the effort are at the discretion of the commander of the tactical (local) level, in accordance with the decision of the strategic level. Thus, the tactical level will autonomously decide the type and action methods to be undertaken, the place, time and sequence of the intervention. Even if the decision on the crisis effort is national (strategic), the distinct action effort (operational) will be eminently local<sup>3</sup>.

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<sup>1</sup> Associate Professor, PhD, Danubius University of Galati, Romania, Address: 3 Galati Blvd, Galati, Romania, Corresponding author: marinescuemanuel@univ-danubius.ro

<sup>2</sup> PhD, National Defence University "Carol I", Romania, Address: Panduri Road 68-72, Bucharest 050662, Romania.

<sup>3</sup> However, it must be said that local action in other crises (earthquake, meteorological) will be triggered immediately, without waiting for the national level decision (DIAMOND and GOLD) for action. In addition, it is considered that the rescue and sheltering of affected/potentially affected personnel is the zero priority, the transition to protecting citizens being made immediately, without waiting for higher decisions [NA].

In a polemological context, the phrase hybrid war appeared relatively recently. Early references were recorded in the thesis of William Nemeth (Nemeth, 2002), but the systematic polemological research belongs to Frank Hoffman, who noted the major changes in the approach and conduct of the belligerent confrontation. Hoffman appreciates the hybrid confrontation as “an adaptive mixing and simultaneous application of forms of conventional warfare with unconventional tactics, terrorism, and/or other forms of crime in the confrontational space in order to achieve political objectives and the end goal/state” (Hoffman, 2009, p. 15). The three major lines of effort are known to aim at the successive destabilization of society, government, and finally national security forces. Continuous psychological operations, combined with other gender manifestations (propaganda, informational operations, political pressure, non-kinetic operations) play a decisive role (Mihalcea, 2021, pp. 22-23).

## 2. Decisive Procedures

Hybrid warfare is a complex set of successive involvements and actions of multiple natures - military and non-military - planned and intervened fluidly and synergistically in a discrete operational space, efforts orchestrated under strategic unitary leadership. Operations of the typology proper to the hybrid confrontation can be extremely discrete, developing lines of operations and effort apparently without links between the forms of effort, produce psycho-tactical effects with a major decisive impact on society and the state. The end-state of the hybrid war is given by the ungovernability of the target state, through the destruction of internal (domestic) security, a final effort followed by the dissolution of the target state<sup>1</sup>. Under these conditions, the decisive efforts are dynamic, complex and synergistic ways, which are aimed at directly counteracting the center of gravity of the factors affecting internal security, reduce the hostile potential and support the achievement of normality in the internal space of the target state. In the hybrid landscape, we appreciate that effective procedures can be: control of hostile effort directions, control of threatened districts, search, blockade, reasonable intervention in proximity, securing, as well as other actionable methods. Details in Table 1.

## 3. Summary Table

On the decisive procedures of internal security in the hybrid war (Mihalcea, Sirbu & Bogdan, 2021, pp. 133-134).

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<sup>1</sup> Joint Chiefs of Staff, *Joint Publication 5-0, Joint Operations Planning*, Washington DC, 11 august 2011, pp.III-3 la III-32.

**Table 1. Homeland Security Decisive Procedures**

No.	Procedure name	Procedure aim	Action type	Place of action	Forces and means
1.	Directions control	Stopping hostile actions in certain directions	Dynamics	Access routes	Specialized staff
2.	Control of target districts	Stopping hostile actions in terrorist risk areas		Hostile/forbidden districts	
3.	Crawling	Execution of offensive actions in force in the districts/city environment		Hostile districts/city environment	
4.	Blocking	Execution of static actions in force to thwart some districts/travel routes		Hostile districts/city environment	
5.	Reasonable intervention	Limited offensive actions to annihilate small forces		Hostile districts/city environment	
6.	Securing	Extensive technical and human measures to maintain the functionality of the objective	Static/dynamics	Critical facilities	Personal Force protection (FP)

In relation to the critical requirements in internal operational environments or facilities, other procedures may arise, imposed by the operational need, the preparation of operational structures, as well as the need to achieve the goals estimated by the strategic (political) level.

### 3.1. Control of mobility directions

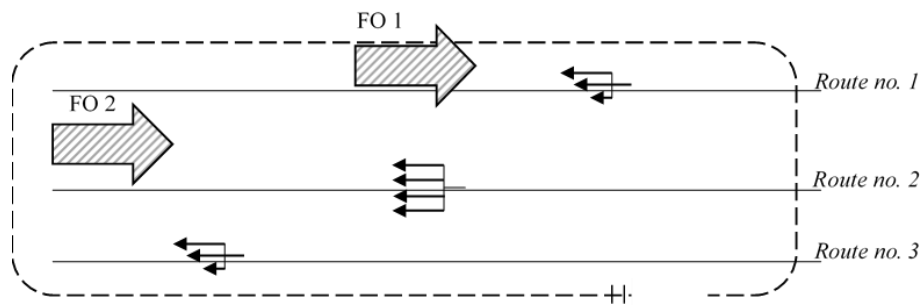
The control of the development directions of the hostile effort includes dynamic, offensive or defensive ways, executed synchronized in linear progression (to access the target space) for monitoring the operational situation and for stopping/delaying the arrival of the affecting factors, on movement routes towards the protected environments, or at critical facilities (Ioniță, 2015, pp. 16-17).

The operational framework is defined by the existence, nature, strength (power factor), intentions and possibilities of hostile entities to act in directions of interest; the capacity of internal security structures and other security services that are designated to act for the reduction/elimination of hostile factors (Mihalcea, Sirbu & Bogdan, 2021, pp. 134-135).

The purpose is to monitor the existence or presence of hostile factors in the direction of mobility, with the idea of jeopardizing the security of environments or facilities in the areas of the territory under control.

The concept includes the designated structure (definition, management, equipment, composition and support), the mission of the action element, the operational support, the place and time of the action, the sequence of the action, the procedures used and the elements of cooperation.

Physiognomy refers to the involvement of its own COMBAT and HUMINT elements, supported by drones and technical means of advanced surveillance. The effort of the action group will be distributed as a priority on the directions threatened by entities with definite hostile potential (Hostile Forces - FO). Efforts will come from air or land (moving and standing). Details in figure 1.



**Figure 1. Control of One of the Directions**

The value of the Grouping of forces and means will be variable, depending on the size of the space under control, the degree of threat, the urgency of the intervention and the possibility of amplifying hostile actions. If necessary, structures like Quick Reaction Forces, QRF, can act.

Deployment, the structures intended for the action will channel the effort of surveillance and research on the possible directions of the arrival of hostile elements, being also prepared for the short-term engagement of the elements of damage. The control and monitoring of the actions will be continuous, imposing the coordination of the actions through the national management Dispatch and inter-agency cooperation.

Information about the hybrid impact factors will be provided to the dispatcher in real time. The conditions for success will be ensured by established cooperation, aerial surveillance, timely transmission of relevant information, energetic and effective intervention in confrontation outbreaks, external securing of hostile space, and others (Mihalcea, Sirbu & Bogdan, 2021, p. 135).

### 3.2. Control of the target districts

The control of the target districts (at risk or threatened) requires dynamic actions for the destructuring / annihilation or removal of hostile factors, possibly present in the districts (in a stationary version or in Stand By) or on the Mission Departure Base, attitudes that may precede the performance hostile events.

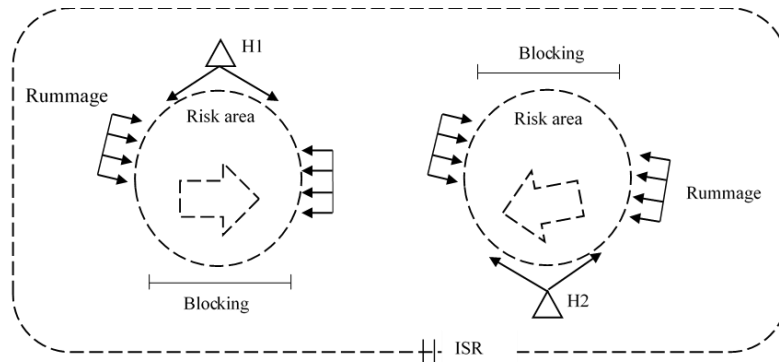
The operational framework is determined by the existence, intentions and possibilities of hostile structures regarding actions in areas of interest as well as by various internal security structures, internal or specialized (Intel or FOS), designated to act for the annihilation of opponents.

The purpose of the control is to prohibit the production of hostile actions or to delay the factors that can carry out hostile actions against the environment, the state of normality or the protected critical facilities.

The mission concept will include elements defining the subunit established for the mission (personnel, equipment, support), the mission to be achieved, the location and duration in time, the sequence of actions, preliminary dynamic and static procedures in time and space, the resolution of border situations, cooperation in the areas of critical interest, others.

Action Design contains the use of COMBAT HUMINT (Human Intelligence), IMINT (Imagery Intelligence) elements, as well as others. There will be multiple support provided by technical surveillance vectors in the control of hostile entities' deployment areas, detection of the presence of

hostile factors, production of measures to reduce hostile entities, air support and EOD (pyrotechnics)<sup>1</sup>. Actions will be executed from fixed points and from movement (combined). Mandatory, actions covered by the authorized structures will also be carried out. Details in figure 2.



**Figure 2. Target Area Control**

The value of the Task Force depends on the size of the district, the nature and value of the hostile entity, the potential for countermeasures, the time resource, and the intended purpose.

Deployment - Mission structures will conduct synchronized actions in designated areas in accordance with the disposition or engagement of hostile structures. The monitoring of the acts of hostile entities will be continuous, produced from the air space (drones), increasing during the dynamics of the struggle for thwarting. Some of the forces will block the district, most of the forces producing parallel or converging actions. Between the structures in stationary and those placed on parallel directions there will be stable multi-channel communications and permanent cooperation. Critical data will be transmitted in a timely manner to the Dispatch or the Mission Command Point (Bogdan, 2015, pp. 197-207).

The conditions for success derive from real cooperation, continuous air surveillance, immediate transmission of information, decisive intervention in hostile outbreaks, discipline and cooperation on the ground, among others.

### 3.3. Rummaging

The rummaging includes offensive efforts of sweeping, combing, signaling, identification of hybrid presences, the discovery effort being carried out, in force, on converging, dynamic directions. The intervention is designed synchronized, on covered surfaces (city environment), to detect, engage or capture hostile elements (Mihalcea, Sirbu & Bogdan, 2021, pp. 136-137).

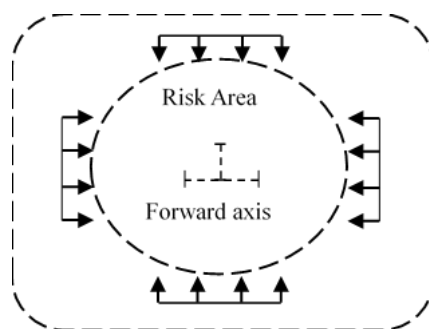
The operational framework contains data on hostile elements, hostile intent and potential, internal security or counterterrorism structures (Intel or FOS), other specialized, capable of identifying and capturing hybrid hostile factors (Ioniță, 2015, p. 18).

The purpose of the search is to discover and capture hostile human factors in the designated districts, which may endanger the security of the environments, the legal normality or may affect the facilities.

<sup>1</sup> Explosive Ordnance Disposal, Neutralization of dangerous loads. The equivalent term, used in other state institutions or agencies, is pyrotechnic [NA].

The mission design requires subunits for the offensive search action (definition, equipping, and support), search tasks, directions of effort, coordination instructions, search sequencing, air support, and phase cooperation (Bogdan & Bogdan, 2017, pp. 83-89).

Operational Design involves securing information about the hostile entity, data about the area, missions of COMBAT and HUMINT elements, involvement of drones (ISR), establishing cooperation, landmarks for orientation, junctions between structures, cease-and-desist lines, EOD (pyrotechnic) measures, etc. Actions will be on the move, supervised and coordinated from the air. Details in figure 3.



**Figure 3. Rummaging**

The Grouping value is relative to the size of the control space and the estimated hostile capability. Operators will have individual weaponry with a long barrel, hand grenades, means of individual protection (bulletproof vests), different non-lethal means. It is recommended to secure a QRF, placed on hold.

Deployment. Scavenger formations will deploy on initial alignment, concentrate effort on directions of possible disposition of hostile elements, being prepared for immediate engagement of hostile elements (Mihalcea, Sirbu & Bogdan, 2021, pp. 137-138).

The conditions for success are given by the level of cooperation, the quality of aerial surveillance, the information provided in real time, the effective intervention in the activated outbreaks<sup>1</sup>, others.

### 3.4. Blocking

Presupposes the execution of static actions, of definite force, to limit and stop the access of hostile hybrid entities in districts, facilities or on communications.

The operational framework derives from the existence and intentions of hostile structures to access districts or communications, the existence of anti-terrorist structures (FOS) and specialized for force actions aimed at stopping the access of hostile factors to districts, critical facilities or migration on routes (in adjacent environments).

The purpose of blocking is aimed at hindering the freedom of movement of hostile factors, stopping their dynamics for the purpose of capture (Hoffman, 2007, pp. 29-30).

The mission concept includes definition of subunits, joint task, area or communications to block, duration, static procedures activated, fire support, time and space projection, engagement resolution, air support, field cooperation, etc.

<sup>1</sup> Joint Chiefs of Staff, Op.cit., pp. III-7 la III-32.

The design of the effort involves information about the adversary entity, outbreak data, the mission of combat forces, HUMINT, IMINT and air support, securing districts and communications, cooperation, EOD (pyrotechnic) support. The effort is applied from fixed points, uniformly (Mihalcea, Sirbu & Bogdan, 2021, pp. 138-139). Details in figure 4.

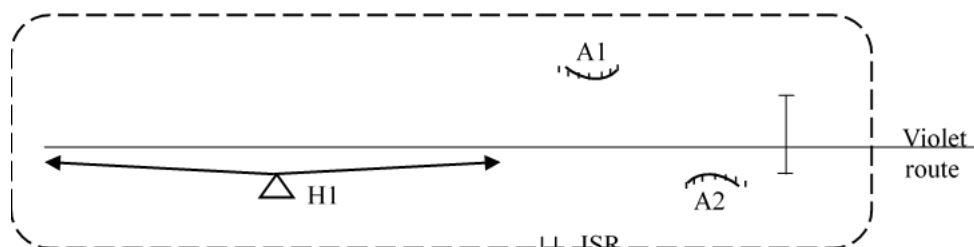


Figure 4. Bloking

The value of the Grouping is dependent on the extent of the district, that of the communications segment (nodes) and the hostile operational potential.

Deployment.

The structures for the mission will be designed in the place of action, receive the operational tasks, unfold, create the barriers or obstacles (if necessary, in the profile for defense), conducive to the prohibition of hostile access to the force. Occupies field locations, secures means of intervention, surveils hostile factors, summons and decisively engages impact elements, restrains hostile elements, reports on mission accomplishment, and executes redeployment.

The conditions for success derive from the existence of cooperation between structures, effective use of land and space, maintaining aerial surveillance, disseminating information with speed, intervention in belligerent situations, EOD support, others (Ioniță, 2015, pp. 17-19).

### 3.5. Timely intervention

5. Timely intervention is the intelligently structured offensive action, but with limited objectives, adopted immediately and by surprise, to reduce or annihilate the potential for damage, eliminating the possibility of increasing the potential of the adversary through organization and receiving reinforcements.

The operational framework includes the presence, strength, capabilities and intentions of the adversary, the possibilities of internal security structures (FOS) - assembled and specialized, which carry out actions to annihilate hostile factors in the military operational field as well as in the adjacent social environment.

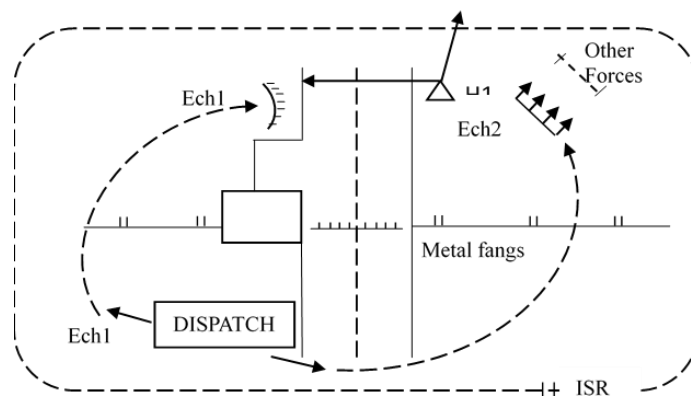
The goal is to reduce, eliminate, or remove the possibility of future hostile actions.

The design of the actions will include aspects of defining the Group of forces engaged (forces, equipment, equipment, technical and logistical means), mission, sequence in time and space, procedures used, cooperation at times of involvement, air support (with and without a pilot), the possibilities of using the QRF<sup>1</sup>, others.

The operational design of the actions details the activation of the Battle Group, transmission of the mission, movement of combat elements on established alignments, engagement of surveillance vectors,

<sup>1</sup> Joint Chiefs of Staff, Op.cit., pp.III-5 la III-32.

location of hostile factors, selective execution of strikes, assessment of results, transfer of the task of consequence management to other forces and return to base. Actions will be carried out quickly, accurately and coordinated, with aerial monitoring playing a major role (Bogdan & Bogdan, 2017, pp. 87-89). Details in figure 5.



**Figure 5. Timely action (in proximity)**

The value of the Grouping of Forces, means and equipment depends on the effective and operational potential of the affecting factors, the dimensions of the intervention area, the possibility of the hostile factors to receive external support etc.

Deployment. The structure for limited actions, with the necessary support, will be designed in the districts of the disposition of hostile elements or on the access roads in the area of the protected facility. Air, ground or combined platforms will be used for landing. Air monitoring will be continuous, mainly when the enemy is engaged.

The conditions for success are ensuring the optimal number of forces and technical means, the existence of an active and quality Intelligence, competitive air support, ensuring a robust QRF, real-time communications and functional operational cooperation (Mihalcea, Sirbu & Bogdan, 2021, pp. 139-140).

### 3.6. Securing

Securing derives from all the complex measures intended to isolate an infrastructure in relation to hostile actions of different nature and magnitude, which come from the external environment of the objective, managing to maintain the facility at normal parameters.

The operational framework includes data on the existence, hostile intentions and destructive capabilities of the adversary, its own assembled and specialized internal security structures (FOS), as well as data on the adjacent social environment.

The purpose of securing involves thwarting the production of hostile actions and maintaining the normal functioning of the objectives.

The operational concept includes the possibilities of destabilizing factors, the financial, human and technical resources necessary to be allocated, the symbolic role of the protected facility, other factors. The actual measures will be discreetly integrated into the landscape of the facility to mislead the outside observer.

Operational design synthesizes hybrid adversarial set analysis, critical requirements processing, implementation plan, protection in the security network, security realization, functionality control,



corrective measures, and final security determination. Security measures can be instituted before the construction of the facility, after or in combination (Bogdan & Bogdan, 2017, pp. 91-94).

The value of the intended Group of Forces, the equipment and the means used will depend on the value of the facility, the operational potential of the hostile factors, the dimensions of the area to be protected, the support from the zonal plan, etc. Details in figure 6.

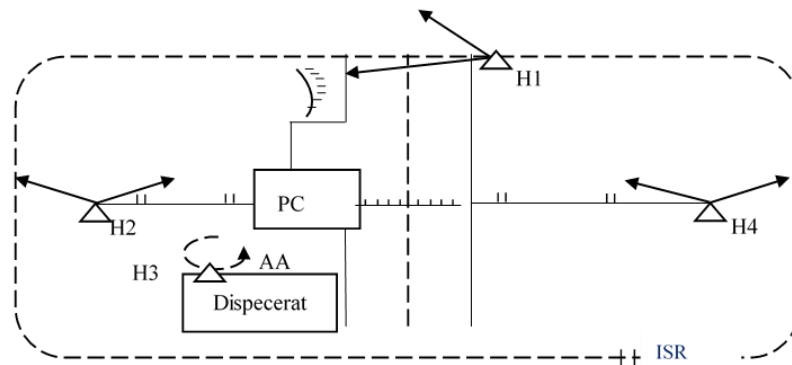


Figure 6. Supervision, within the Security

### 3.7. Deployment

The security structure will be arranged in the objective. Ground and air monitoring increase at times of vulnerability (late night, high-level visits, shift change, meal service, etc.). The internal intervention structure (QRF, specialized dynamic structures) will be centrally located in the objective, with immediate and robust actions (Mihalcea, 2021, pp. 75-78).

The conditions for success derive from reasonable numbers of human resources, technical surveillance equipment, quality Intelligence, adequate air support, robust QRF, real-time communications and functional cooperation.

### 4. Conclusion

The Decisive Procedures have a high degree of complexity, they are difficult to carry out, but they perfectly illustrate the level of preparation of the operational structures. Using the stated procedure can be the major benchmark for scaling up and sizing the preparation and execution effort appropriately. The level of fulfillment of the procedure is decisive, but the social environment will also make a major contribution to the achievement of the objective. Since affecting society is the aggressor's main direction of effort to achieve the pursued hybrid goals, the attitude and behavior of society is defining for the achievement of internal security goals (Bartkowschi, 2015, p. 11).

The necessary level of preparation and execution constitutes a certification of the operational capacity for hybrid confrontations, a guarantee that complex procedures, executed in difficult situations in the fluid environment of belligerence, will be fulfilled. In essence, the level of preparation and execution is an essential condition for the fulfillment of missions to maintain and strengthen internal security.

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