

## KSZTAŁCENIE I PRZYGOTOWANIE ZAWODOWE



### CONTEMPORARY DETERMINANTS OF THE PROFESSIONAL DEVELOPMENT OF LOGISTICS OFFICERS IN LAND FORCES OF THE POLISH ARMED FORCES

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#### Abstract

*This article shows some factors which allow logistics officers of the Polish Armed Forces to develop on professional grounds, essential in preparation for carrying out tasks according to the various conditions of the contemporary and future battleground. The author, with his professional background in the achievement of a principal military career, presents the procedures that are obligatory in the process of filling the official posts for the officers. In the later part of the article, the formal and legal conditions of the development of logistics corps have been elaborated. At the end, an attempt to set the directions of the professional improvement of logistics officers has been undertaken.*

**Key words:** logistics officer's corps, formal and legal conditions of the officer's development, the professional development of officers, personnel management skills, career pragmatics.

*Development of the staff - is a continuation of (complement) the learning process and training, taking into account current and future requirements. Development of the staff is systemic and is the result of adopted (existing) rules of pragmatic personnel management. Training Doctrine of the Armed Forces of the Republic of Poland, AAP-7*

#### Introduction

The 21st century brings new tasks and challenges for the Polish Armed Forces (PAF), which necessitates changes in the system of the professional development of professional soldiers. This situation applies to soldiers of all military specialties, whereas related specifically to the officers responsible for effective military logistics. An important factor in the development of logistics officers is their preparation for the implementation of tasks depending on the changing conditions of contemporary and future battlefields, including the development of measures being carried out and to identify new threats. It becomes necessary, therefore, that they continuously improve through the integration of continuing professional

development carried out to varying levels and forms. These actions have been carried out for years but, nonetheless, they have failed to develop a fully integrated system of professional excellence in the Armed Forces and development of logistics officers, adequate to needs and expectations.

**The aim of the article is** to highlight the determinants of the development of the logistics officer corps of the Polish Armed Forces and seek to identify the directions for the training of logistics officers.

## Characteristics of the logistics officer's corps of the Land Forces

The professional development of professional soldiers (Enlisted Soldiers and Commissioned Officers) is conditioned by accomplished courses, training, post-graduate and doctor degrees. Today (since 5 December 2013), their full range is defined in the Act of 11 September 2003 of professional military service<sup>1</sup>. The completion of specified forms of professional development directly determines the development of professional soldiers representing the professional personnel of the Polish Armed Forces, which, according to a formally effective division from 1 January 2014, is one of the three executive corps:

1) Commissioned Officers, including: junior officers, senior officers and generals and admirals;

2) Non-Commissioned Officers, including junior non-commissioned officers, non-commissioned officers and senior non-commissioned officers;

3) Privates' corps.

Commissioned and Non-Commissioned Officers corps and Privates are divided into specialties' groups, in which military specialties are separated. Due to the changing circumstances, to ensure that the needs of the Armed Forces are met by regulation<sup>2</sup>, the Minister of National Defence creates and abolishes the corps, determines their division into specialties' groups and military specialties<sup>3</sup>.

From 1 January 2010 eighteen occupational corps<sup>4</sup> operate within the Polish Armed Forces. Logistics is tenth in the illustrated catalogue of the military occupational corps (marked with characters „38”). In the logistics corps, there are four specialties groups as follows: general logistics (marked with a character „A”), supply (marked with a character „B”), the transport and movement of troops (marked with a character „C”), infrastructure (marked with a character „D”) and technical (marked with a character „T”).

<sup>1</sup> Act of 11 September 2003 *of professional military service*, Dz. U. of 2014. Item. 1414, as amended. d., art. 36 passage 2.

<sup>2</sup> Ibidem, art. 6 passage 1 pt 2.

<sup>3</sup> Ibidem, art. 4.

<sup>4</sup> Regulation of the Minister of National Defence of 11 December 2009 *on corps, specialties groups and military specialties*, Journal of 2009 No. 216, item. 1678, as amended. d.

Table 1

### Division of the logistics corps for specialties groups and the number of specialties in the military personnel corps, as of March 2015

The specialties groups	The number of specialties		
	Officers	NCOs	Privates
A – general logistics	1	3	-
B - supply	5	8	14
C - the transport and movement of troops	2	4	3
D - infrastructure	9	10	9
T - technical	4	20	25

Source: Compiled on the basis of the Regulation of the Minister of National Defence on 11 December 2009 on the bodies of occupational corps, specialties groups and military specialties, MoND Journal of 2009, No. 216, item. 1678, as amended.

The logistics occupational corps is divided into five specialties groups, of which there are 117 specialties in the military personnel of the Polish Armed Forces. Among the highlighted catalogue of specialties for the officer corps are 21 military specialties, nine for the infrastructure group, five specialties for the supply group and four for the technical group.

Table 2

### Division of the logistics corps for military specialties dedicated to officers, as of March 2015

The specialties group	The military specialties
A – general logistics	General
	Combat Assets
B - supply	Food
	Uniforms
	Fuel and Greases
	Maintaining and Supply
	Organisation of transport and movement of troops
C - the transport and movement of troops	Organisation of Cargo
	General
D - infrastructure	Land Infrastructure
	Airfield Infrastructure
	Navy Infrastructure
	Environmental Protection
	Power Supply
	Technical Maintenance of Infrastructure
	Urban Planning
	Accommodation
	Vehicle Maintenance
	T - technical
Utilisation of Military Equipment	
Technical Supervision	

Source: Compiled on the basis of the Regulation of the Minister of National Defence on 11 December 2009 on the bodies of occupational corps, specialties groups and military specialties, MoND Journal of 2009, No. 216, item. 1678, as amended.

Posts of the Land Forces logistics corps are allocated in the structures of military units of the Land Forces. Military positions are designed for officers, non-commissioned officers and privates.

Table 3

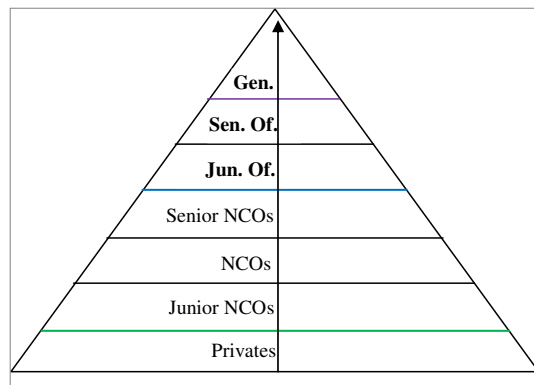
The general division of the military personnel and ranks

Military personnel	Position	Military rank
Officers	Generals	General (Admiral)
		Lieutenant General (Vice Admiral)
		Major General (Rear Admiral Upper Half)
		Brigadier General (Rear Admiral Lower Half)
	Senior Officers	Colonel (Captain)
		Lieutenant Colonel (Commander)
		Major (Lieutenant Commander)
	Junior Officers	Captain (Lieutenant)
		Lieutenant (Lieutenant Junior Grade)
		Second Lieutenant (Ensign)
NCOs	Senior NCOs	Chief Warrant Officer Grade 4
		Chief Warrant Officer Grade 3
		Chief Warrant Officer Grade 2
	NCOs	Chief Warrant Officer Grade 1
		First Sergeant (Senior Chief Petty Officer)
	Junior NCOs	Sergeant (Chief Petty Officer)
		Specialist (Petty Officer First Class)
Privates	Privates	Lance Corporal (Petty Officer Second Class)
		Corporal (Petty Officer Third Class)
		Private First Class (Seaman Apprentice)
		Private (Seaman)

Source: Compiled on the basis of the Act on 21 November 1967 about the general defence duty of the Republic of Poland.

Optimal distribution of military positions (best under specific circumstances) for the logistics corps has a structure similar to an isosceles triangle, in which it constitutes the basis for positions with the lowest degree and, with the transition to the apex of the triangle, decreases the number of positions while degrees are rising.

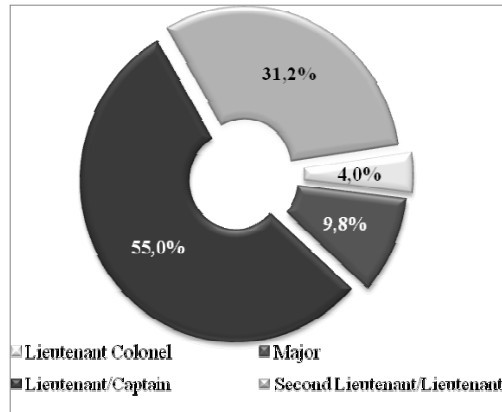
The distribution of military positions shown above enables the movement of soldiers to higher positions, applying the principle of equal access for all of them. As a result, the “best of the best” soldiers are prepared to take the positions.



Source: Self-study

Fig. 1. Expected distribution of military positions

Percentage distribution of military positions in various degrees of logistics corps in the Land Forces held for officers in December 2014 is shown in figure 2.

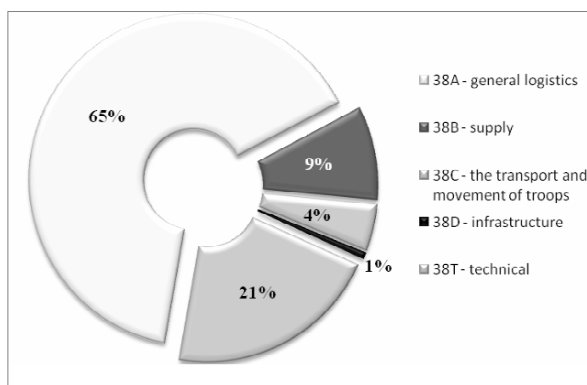


Source: Self-study

Fig. 2. Percentage distribution of military positions in various degrees of logistics corps in the Land Forces

The distribution shown is consistent with the indicated standard distribution of an isosceles triangle with respect to the positions for junior officers in the rank of Lieutenant and Captain, and positions for senior officers in the rank of Major and Lieutenant Colonel. The positions of each specialties group in the logistics corps structures of the Land Forces is quantitatively varied.

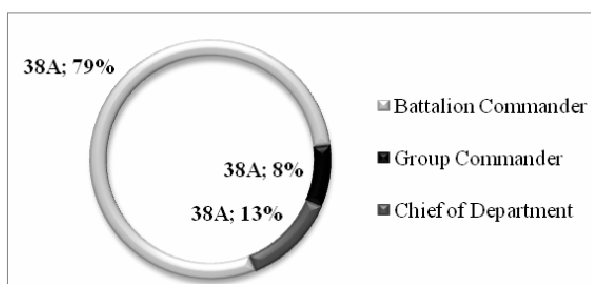
The largest number of positions in logistics corps represents a general logistics group (65% of all positions), then comes the technical group (21%), and the smallest group is infrastructure (only 1%).



Source: Self-study

**Fig. 3. Percentage distribution of military positions in various specialties groups of logistics corps in the Land Forces**

The purpose of a more complete analysis of the positions of the logistics officers' corps should be made by imaging positions in various degrees and specialties groups.

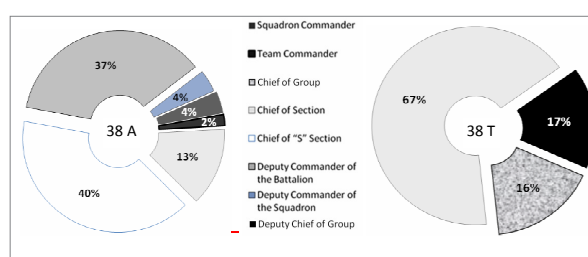


Source: Self-study

**Fig. 4. Percentage distribution of military positions for Lieutenant Colonels of logistics corps in the Land Forces**

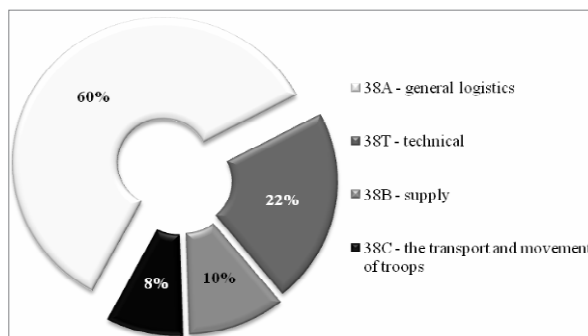
Positions for Lieutenant Colonels represent 4% of the positions in the logistics corps in the Land Forces, which include the positions: Chief of Department (Chiefs of Division Departments), Battalion Commander and Group Commander. They are only the general logistics group.

Positions for Majors (9.8%) represent positions in the general logistics group (Chief of "S" Section, Deputy Commander of the Battalion, Squadron Commander, Deputy Commander of the Squadron, Team Commander) and technical group (Chief of Section, Chief of Group, Deputy Chief of Group).



Source: Self-study

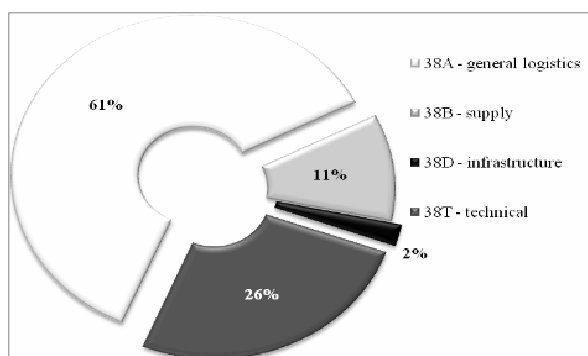
**Fig. 5. Percentage distribution of military positions for Majors of logistics corps in the Land Forces**



Source: Self-study.

**Fig. 6. Percentage distribution of military positions for First Lieutenants and Captains of logistics corps in the Land Forces**

Positions for First Lieutenants and Captains (55%) represent 60% of positions in the general logistics group (Officer Commanding, Chief of "S" Section, Staff Officer, Chief of Section) and 22% in the technical group (Staff Officer, Officer Commanding, Director of the Course, Deputy Chief), supply group 10% (Staff Officer) and 8% in the transportation and movement of troops (Staff Officer, Officer Commanding).



Source: Self-study.

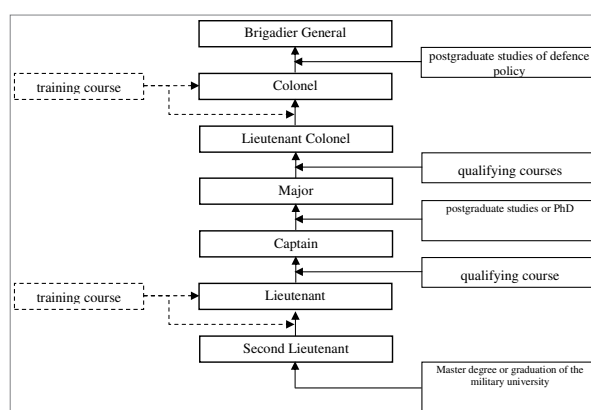
**Fig. 7. Percentage distribution of military positions for Second and First Lieutenants of logistics corps in the Land Forces**

Positions for Second and First Lieutenants (31.2%) represent 61% of positions in the general logistics group (Chief of "S" Section, Deputy Officer Commanding, Platoon Leader, Chief of Section, Officer) and technical group 26% (Platoon Leader, Officer, Deputy Officer Commanding), supply group 11% (Officer, Platoon Leader) infrastructure group 2% (Platoon Leader, Officer).

Summing up discussion on the characteristics of the logistics officer corps of the Land Forces, it must be stressed that the largest number of positions are for First Lieutenants and Captains (55% of all logistics officers' positions). The distribution of positions shown indicates a smaller number of first positions for Second Lieutenants in relation to Captains' positions. The lack of conservation of the structure stands in comparison with that shown in figure 1 for the expected distribution of military positions. This is particularly significant information for the largest group of logistics officers' corps, which is a general logistics group (65%). The development of logistics officers from other groups should be focused on preparing officers in higher ranks to change their specialties group.

### Identification of formal and legal conditions of development logistics officers' corps

Development of the military career of professional soldiers and conduct of service were authorised in the Act of 11 September 2003 of professional military service<sup>5</sup>. Qualification requirements for appointment to various posts in the officers' corps depend on postgraduate studies and qualifying and training courses implemented in the system of professional soldiers' training. The forms of training shown are divided into courses that are required for taking over a higher position or following a different path of military career (qualifying courses), designed to increase qualifications or to develop knowledge about the position held or for assigning the other position on the same functional path (training courses).



Source: Self-study.

**Fig. 8. Qualification requirements for officers' appointment on military posts**

Qualification requirements for officers' appointment to various military posts depend on the professional postgraduate degree and qualifying courses, which are shown by the solid line on the right side of the figure. In contrast, training courses are shown in the broken line on the left side of the figure.

The authorities competent to appoint professional soldiers to military positions and to release them from these posts, depending on the rank of the position, are the Minister of National Defence and the chiefs and commanders described in table 4 according to their authority to assign and release professional soldiers to and from positions.

In addition, powers relating to the release of a professional soldier from a position in the military unit in which he held this position and his assignment to another military position in another unit by the authority are shown in Table 4.

Each time, prior to the appointment of a professional soldier for the military post, the authority with appropriate powers verifies their qualifications, taking into account:

- a) job description of the post;
- b) the military career path of the corps (specialities group);
- c) forms of professional development;
- d) qualification requirements of the post;
- e) qualifications of a professional soldier;
- f) experience, completed forms of professional development and conduct of military service of a professional soldier;
- g) directions of the professional soldier's career set out in the evaluation form.

<sup>5</sup> Act of 11 September 2003 of professional military service, Dz. U. of 2014. Item. 1414, as amended. d.

Table 4

**The authorities competent to appoint professional soldiers to military positions and to release them from these posts**

No	Authorities	Appointment Competencies
1	Minister of National Defence	as regards the military positions for Colonels (Captains) and Generals (Admirals), and which is authorised according to separate laws
2	Chief of General Staff of Armed Forces, General Commander of Armed Forces, Operational Commander of Armed Forces, Chief of Support Inspectorate of Armed Forces, Chief of the Military Police, Chief of Armaments Inspectorate of DoD and Chief of Healthcare Inspectorate of DoD	as regards the military positions for Lieutenant Colonels (Commanders) in subordinate military units with reservation of paragraphs 3 and 4
3	Corps Commander, Chancellor of the Military University, Division Commander, Flotilla Commander, Commander of Warsaw Garrison	as regards the military positions for Majors (Lieutenant Commanders) in subordinate military units with reservation of paragraph 4
4	Brigade Commander, Chief of Military Reserve and Mobilisation Staff, Wing Commander, Chancellor of the Military Academy, Regiment Commander, Commanding Officer and Commander in the rank of Lieutenant Colonel	as regards the military positions for Captains (Lieutenants) in subordinate military units with reservation of paragraph 5
5	Director of the National Defence Ministry of the Military Personnel	as regards the military positions for Lieutenant Colonels (Commanders) in other military units not mentioned in paragraphs 2-4, also in units subordinate to Chief of Warsaw Garrison with reservation of paragraph 3

Source: Self-study.

The evaluation systems carried<sup>6</sup> out since 2014 on an annual basis are an important factor in the planning of soldiers' military careers, , under which a direct supervisor summarises the annual conduct of duty of a subordinate soldier by:

- 1) evaluation of the duties involved;
- 2) **assessment of the powers and predispositions** of a soldier:
  - a) responsibility,
  - b) determination of purpose,
  - c) the accuracy and speed of decision-making,
  - d) resistance to stress,
  - e) communication and teamwork,
  - f) adherence to regulations, standards and rules,
  - g) developing and improving their own skills,
  - h) attention to equipment and property,
  - i) manners and attention to appearance;
- 3) determining the direction of professional development and the identification of training needs of a evaluated soldier.

In the evaluation process, the receipt of a very good or excellence rating on a scale of five ratings in the last official evaluation allows the appointment of officer training at the next highest military position, which may occur depending on vacancies. The period of occupancy of a military position of the same military rank is at least three years. If justified by the needs of the Armed Forces (advisability: dismissal from the post and assignment to the post), this period may be shorter, but no less than two years. Reclassification of a junior officer to the next higher military rank may take place after at least three years in the military rank possessed and receiving an overall evaluation rate of at least very good at the last evaluation. If justified by the needs of the Armed Forces, the period of service in the military rank possessed might be shorter, but no less than two years.

If an active duty officer receives a good rate in the evaluation determining an appointment to the next military position and is appointed to the same or an equivalent post, he is not reclassified to a higher military rank in the occupied post.

If an active duty officer receives a fair rate in the evaluation determining an appointment to the same or an equivalent post, he is not reclassified to a higher military rank in the occupied post

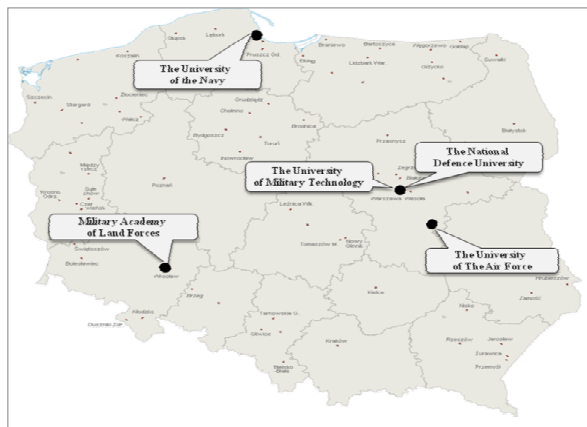
<sup>6</sup> Regulation of the Minister of National Defence on 26 May 2014 *on evaluation of professional soldiers*, Journal of 2014 No. 764.

and can even be dismissed from professional military service (an optional dismissal). Receipt of a poor rate in the evaluation results in dismissal from professional military service (mandatory dismissal).

When considering the formal and legal conditions of the development of logistics officers, the dynamics of changes in the requirements to determine assignment for military posts in the officers' corps should be noted. Officers conducting the appropriate forms of training hold a new position before the qualification courses and before the appointment or after the appointment of development courses.

### Trends in the development system of professional logistics officers of the Land Forces

The development system of professional soldiers is conducted by five military universities: The National Defence University, the University of Military Technology, the University of the Navy, the Military Academy of Land Forces and the University of the Air Force.



Source: Self-study.

**Fig. 9. The military universities conducting professional development of officers**

The professional development of officers, including the logistics officers, is carried out under the provisions of the Decision of the Minister of National Defence No. 420 of 12 September 2008 on the implementation of the Polish Armed Forces training system of professional soldiers<sup>7</sup>. The

<sup>7</sup> Decision No. 420 of the Minister of National Defence on 12 September 2008 on the introduction of the Polish Armed

system of training professional soldiers introduced above consists of two categories:

1) postgraduate qualification courses, preparing to hold a position with a higher rank, whose principal purpose is to update and broaden military knowledge and expertise, as well as the acquisition of powers necessary for carrying out duties at the higher position;

2) development courses, complementary knowledge and preparing to carry out duties at a specific post according to a post's job description.

In addition, the system of development of officers assumes that qualification courses will mainly be implemented in the „functional paths of career” such as commanding staff, support, and specific for positions in various ranks<sup>8</sup>.

The Minister of Defence decision of 7 March 2014<sup>9</sup> pointed to the Chief of the General Staff of the Polish Army with responsibility for logistics system by virtue of his official position as an authority possessing the qualifications appropriate to model the course<sup>10</sup> of service for the logistics corps.

The need to prepare logistics officers for carrying out their duties on the following positions taking into account the availability of posts as shown above their distribution, the specifics of the service, new equipment, and the need to change a specialties group points to the need for a set of plans in the officers' development system.

### Summary

The main source for taking the first military posts of the officers' corps should be graduates from The University of Military Technology, The University of the Navy and The University of The Air Force<sup>11</sup>. Particular attention should be paid to

Forces training system for professional soldiers, Journal of 2008 No. 18 pos. 241.

<sup>8</sup> <http://www.dnisw.mon.gov.pl> (10/02/2015).

<sup>9</sup> Decision No. 76 of the Minister of National Defence of 7 March 2014 on the indication of persons having qualifications relevant to the corps (groups), Journal of 2014 No. 86.

<sup>10</sup> Decision No. 274 of the Minister of National Defence of 4 June 2008 on models course of service officers and NCOs professional, Journal of 2008., No. 12, pos. 142.

<sup>11</sup> Ordinance of the Minister of Defence No. 11 dated 6 June 2014 on establishing conditions and procedure for admissions candidates for professional soldiers to military schools in the academic year 2015/2016, Journal of 2014, No. 181.

properly identifying the needs of the numbers of graduates (logistics corps) in the coming years, taking into account the implemented organisational changes in the planned transfers of officers to higher positions and the outflow of professional military service (income of graduates correlated with the outflow of officers from professional military service).

The need to improve integration of the development system of logistics officers should be noted. Changes in individual components of the system according to the emerging should be noted and included in the plans and courses of studies to meet the evolving expectations.

The logistics officers' corps, as well as the other seventeen corps, are subject to the same rules of eligibility for appointment to military positions. The main factors for the appointment of the logistics officers to the Land Forces positions are the availability of officers with adequate qualifications. Therefore, special attention should be paid to the proper planning of professional development of the logistics officers' corps, which should take place on the basis of an annually conducted evaluation system and making an annual assessment of military personnel management. The result of the evaluation of military personnel should precisely identify the needs of training in relation to selected logistics officers.

The distribution of the positions of the logistics officers' corps of the Land Forces shown above points to a variety of military positions in specialties groups and ranks, where the largest group is the general logistics group (65%). The development of logistics officers should allow the flow of the officers in positions of the logistics corps in all

kinds of Armed Forces and take into account the preparation of officers in ranks of senior officers to change their specialties group.

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## WSPÓŁCZESNE UWARUNKOWANIA ROZWOJU ZAWODOWEGO OFICERÓW KORPUSU OSOBOWEGO LOGISTYKI WOJSK LĄDOWYCH SIŁ ZBROJNYCH RZECZYPOSPOLITEJ POLSKIEJ

### Streszczenie

*W artykule ukazano czynniki umożliwiające rozwój zawodowy oficerów korpusu osobowego logistyki wojsk lądowych Sił Zbrojnych Rzeczypospolitej Polskiej, istotny dla przygotowania do realizacji zadań w zależności od zmieniających się uwarunkowań współczesnego i przyszłego pola walki. Autor z uwagi na posiadane doświadczenie kadrowe w realizacji zasad pragmatyki kadrowej przedstawia procedury obowiązujące w procesie obsadzania stanowisk służbowych przeznaczonych dla oficerów. W dalszej części omówione zostały uwarunkowania formalno-prawne rozwoju oficerów korpusu osobowego logistyki. Na końcu podjęto próbę określenia kierunków doskonalenia zawodowego oficerów logistyki.*

**Słowa kluczowe:** korpus oficerów logistyki, uwarunkowania formalno-prawne rozwoju oficerów, system rozwoju zawodowego oficerów, kompetencje kadrowe, pragmatyka kadrowa.