

TRANSFORMATION OF LOGISTIC STRUCTURES OF THE POLISH ARMED FORCES

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Abstract:

The paper presents issues related to changes of the structure of logistics in the armed forces. They are important to the extent that they relate to the growth in combat and logistic potential, regarding the units and military institutions supply. It proceeds without increasing funding, but with the latest trends of lean management, lean manufacturing, personnel management and synergies. Therefore, the crucial roles here play problems connected to a benchmarking and outsourcing.

Keywords:

logistics, organization structure, garrison support unit

INTRODUCTION

The recent decades of last century, and current 21st century, are the times of great transformations. They were initiated by the collapse of the communist system in the Central and Eastern Europe. These days, the countries of the former communist bloc led by the Union of the Soviet Socialist Republics, were under the constant social and economic changes that affected all aspects of life. Unquestionably, the most important, in regard to these actions, are the issues related to securing an unthreatened future existence. Therefore, are affected by great state's concern on providing the citizens with permanent internal and external security. These goals became a priority for governments' and international organizations' operations. Determined in the search of new ways and means of securing the national defense, we are, more often than before, realizing the illusion and naiveté of these actions in connection to the abandon-

ment of traditional conduct of war. Moreover, according to Jan Maciejewski civilization development entails uncontrolled increase of various types of threats, unknown before¹.

A national security is not only a protection of nation and territory from a physical aggression, but also the protection – with the use of various means – of vital economic and political interests, which loss might endanger basic vital country's values². It is a value both desired and constantly analyzed by organizations and institutions organized for this purpose, as well as by academic and political elites. The events in the Ukraine indicates that NATO strategy must to be constantly and relentlessly adapted. The events related to the Crimea annexation prove that the Alliance should be considered Russia's actions as not only a demonstration of force with disregard to the international agreements, but primarily as the indication of the *fait accompli* policy conducted both in diplomatic and military realms. The alliance's Eastern countries are most at risk of Russia's aggressive behavior. It is a result of the NATO's Eastern flank weakness, and unbalance of power potentials with Russia. Therefore, the real strengthening of the Alliance's position in the Central and Eastern Europe, as well as resolving the issues related to the effectiveness of security guaranties provided by the Article V of North Atlantic Treaty, are of great importance. These dilemmas have caused, due to long time necessary for Western countries' forces redeployment, the proposal to deploy additional NATO forces in the threatened regions.

Considering the above mentioned issues we can state that the sense of security is inextricably linked with cooperation within the North Atlantic Alliance and the Polish Armed Forces soldiers' participation in operations not only on its own territory. Our security is shaped also beyond country's borders, and situation developments, especially these in troubled regions, have obvious impact on its contemporary development.

1. DIMENSIONS OF LOGISTICS STRUCTURES' TRANSFORMATIONS

The international situation and the participation of the Polish Armed Forces in global security operations demand, above all, quality changes. A crucial role in it plays the military logistics. For a long time it indicated the need to have a prepositioned forces and assets that could allow a successful progress in following campaigns and wars. The transformations of the North Atlantic Alliance are not without significance for the military logistics development. There are also changes of threats and conduct of military operations. Another importance has geographical distance of influence and force structure. Additionally, the rigid, heavy, national support systems are less and less popular. Nowadays, an expeditionary character of operations demands a search for collective solutions within frameworks of multinational structures.

¹ J. Maciejewski, *Science in the Study of Dimensions of Security: Based on Disposable Groups of the Sociology Department at the University of Wrocław*, [in:] (ed.) K. Raczkowski, W. Kegö, M. Žuber, *Different Faces of Security From Knowledge to Management*, Institute for Security and Development Policy, Stockholm-Nacka 2010, p. 70.

² *Słownik terminów z zakresu bezpieczeństwa narodowego*, (ed.) W. Łepkowski, AON, Warsaw 2002, p. 13.

Thus, all actions related to transformation of logistic system undertaken by the Polish Armed Forces are focused on acquisition of specific, but currently absent, logistic capabilities or covering deficits thereof. A modern logistics is becoming supranational, which means that our system must be prepared for cooperation with other partners. The following statement could be risked – there are no effective armed forces without effective logistics.

A response to these challenges is a creation of international logistic components, which in regard to Poland was reflected in the organization of units that participated in operations in Iraq, Afghanistan and Chad. Moreover, Poland develops and maintains the Host Nation Support (HNS), which is designed to achieve this goal – collective defense and territorial support for national defensive operation.

It should be underlined that the last decade was period of critical transformation for Polish military logistics. Undoubtedly a logistic system have undergone the most significant reforms since last 50 years. An important impact on their implementation had transformation of entire Polish Armed Forces, which was a result of Poland's accession to the Alliance and the European Union. A deep reform of the logistic system of the Polish Armed Forces began with separation of executive from planning functions at operational level of logistic command. A breakthrough in this process was a creation in 2006, of the Inspectorate of Armed Forces Support and letting the service commands to keep the planning functions located in the specialized logistic cells of each headquarters.

The next step was about an implementation of the concept of separation of financial and economic functions from operational and training ones, which, in tactical military units, was accompanied by rebuilding of logistic planning cells and reinforcing their native logistic sub-units. After the integration process was completed, these units have gained additional, absent before, capabilities in human resources coordination and providing logistic services.

On all levels, these processes were accompanied with technology modernization of logistic equipment and operations research of logistic potential, which totally was allocated to four Regional Logistic Bases (RLB)³, which were formed in 2010. Additionally, the mobile operational-level logistic structures have undergone and still are undergoing a transformation, which will be providing them with modularity functions, so important for modern operations. Building modular structures allows for a flexible creation of, and in case of logistics – support for, task forces of various types. The main goal of all of those implemented changes so far, and of those future ones that the logistic system will face, is providing the armed forces with comprehensive support according

³ Regional Logistic Base (RLB) – an organization unit within the structure of the Ministry of Defense directly subordinated to the Chief of the Inspectorate of the Polish Armed Forces Support. It manages the budgetary assets of 3rd degree and is an executive unit of the Chief of the Inspectorate of the Polish Armed Forces Support. Within the system of logistic support it executes tasks of planning, stockpiling, retention and distribution of support assets for Military Support Units located within the area of RLB's responsibility. It also acts as the Area Support Division. Z. Kurasiński (ed.), *Kompendium logistyki wojskowe, Sztab Generalny Wojska Polskiego*, Warsaw 2014, p. 20.

to their tasks of defense of country's territory, host-nation support for allied reinforcements, and support for crisis management situations.

Created in 2007, The Inspectorate of the Polish Armed Forces Support had initiated the comprehensive realization of logistic support for all military units. It is authorized to manage the entire military commodities in the areas of materiel, technical, transportation, and military infrastructure. A creation of the inspectorate was providing a missing link of the chain connecting training and commanding with logistic support of forces executing their tasks beyond country's borders. Its stationary potential is assembled in four Regional Logistic Bases and subordinate Military Support Units (MSU) distributed around Poland.

Regional Logistic Bases together with MSUs will not only support the current military training cycle, but also they will constitute an executive logistic element in the rear area of operations, defense preparation of the country, and within the obligations of host nation support.

Build in such way, a cohesive and mutually supplementing system will allow an effective provision of logistic support for forces in peace, crisis and war, as well as fulfilling obligations.

The creation of the Inspectorate provided a base for transformations of logistic system on the next, lower echelons. The Regional Logistic Bases were formed in 2010 under the provisions of „*Program rozwoju Sił Zbrojnych RP w latach 2009-2018*” and „*Koncepcja sformowania i funkcjonowania Regionalnych Baz Logistycznych*” drafted in 2009. The idea behind the organization and personnel changes regarding a formation of the four Regional Logistic Bases (located in Walcz, Warsaw, Cracow, and Wroclaw) was an optimization of stationary logistic potential of the Polish Armed Forces, preceded by regional integration, and including maximum possible reduction of personnel, took also under consideration a social factor and adapted the rule of maximizing of civilian personnel employment in the execution of stationary logistic system tasks. The RLBs have their respective areas of responsibility which boundaries match those of districts' administrative borders.

During the formation of the RLBs in 2012-2011, the transformation included 96 stationary logistic units that were subordinated to existing then two Military Districts, concurrently assigning part of these units to the structures of respective RLBs. They also took over the tasks of managing and commanding of a logistic potential of disbanded Military Districts (Silesian and Pomeranian Military Districts), and as managing state budgetary assets institutions, they procure logistic supplies within a regional supply system. An effect of these changes was combining, optimization and integration of stationary logistic (materiel, technical, transport and force movement) potential. In compliance with fundamental planning documents that govern the Polish Armed Forces, the following years will bring further optimization of stationary logistic potential of RLBs, and there will be further strive to fully integrate a stationary logistic potential with military infrastructure. The functioning of units in garrisons, and over-burdened with budgetary and logistic responsibilities commanders of operational units had been

analyze since 1998, as well as during the experimental project dubbed "Garrison". The efforts to optimize military units' management, however, were not implemented.

Not earlier than 2005, the Minister of National Defense assembled the departmental team which developed *the Concept of separation of budgetary and supply from operational and training functions in the military units*. The publication provided fundamental assumptions for implementation of changes in the functioning of military units in garrisons, their running supply for military training process, and roles and responsibilities of operational unit commanders⁴.

The next move was an implementation in 2007-2009 (and extended until the end of 2010), of pilot program, which intended a creation of four Military Support Units (Wroclaw, Gliwice, Deblin and Ustka), providing logistic support for all military units in their respective areas of responsibility. The conclusions formulated in progress allowed an introduction of corrections reducing problems in units operations that might occur during the implementation process. A priority during implementation of new system was maintaining a combat readiness of military units and optimal employment of possessed logistic potential, including military and civilian logistic specialists.

In progress of MSUs formation, fourteen such units were created during the first phase in 2011, and additional six units in second phase in 2012. A network of working MSUs covered entire territory of the country. Currently, the territorial supply system structure consists of 24 MSUs and twelve units acting as supply units. The current state of the system is presented in Figure 1⁵.

Together with creation of MSUs, there were organizational changes aimed at taking over their responsibilities by Air Force and Naval Bases, and Combat Navy Port's Commands, as well as other selected military units.

An execution of MSUs assigned tasks is possible thanks to its appropriate structure that was created, inter alia, based on "the pilot program" experience. It consists of basic functional divisions that are necessary to carry out support tasks and fulfilling its responsibilities as the military support unit, including a chief accountant and logistics divisions, as well as executive elements (Support Groups) devoted to providing support to specific units. Each of Military Support Unit should have appropriate number of posts and civilian positions. It was assumed that the upper limit of employment should not exceed 30 military and approximately 300 civilian employees. A size of each MSU depends on an individual characteristics related to the number and location of supplying units and their personnel strength. The structure of the Military Support Unit is presented in Figure 2.

The formation of Military Support Units was the most important reorganization tasks in the logistics of the Polish Armed Forces. A specific character of this process was a result of the fact that all its implementations were made during regular activities of operational units. The priority of the new system implementation remained a main-

⁴ See. K. Marciniak, *Czy system dogonił czas?*, [in:] "Przegląd Sił Zbrojnych", Issue 1-2014, p. 84.

⁵ *Ibidem*, p. 86-87.

taining combat readiness of operational units, and optimal use of available logistic potential, especially military and civilian logistic specialists⁶.

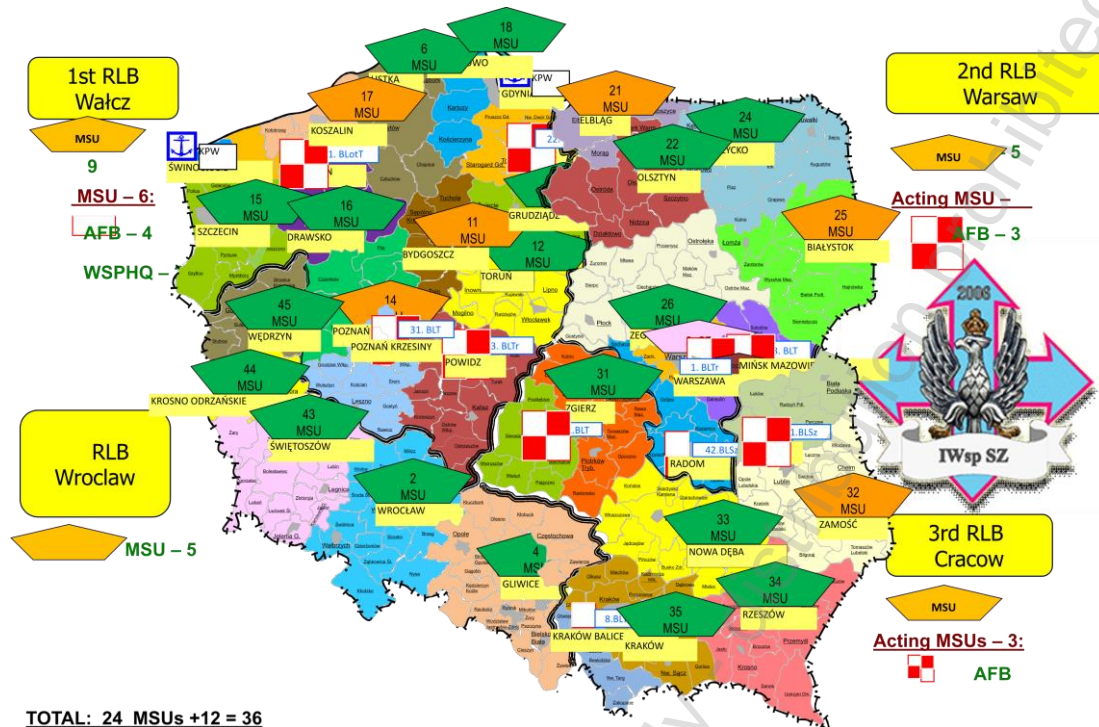


Fig. 1. Territorial division among Military Support Units

Source: own elaboration

The proposed changes were aimed at reshaping the units structures and increasing their capabilities in an integral mobile logistics. It was done by, on one hand, enhancing staff functions in logistic support planning, including generating requests, and on the other, creation of an integrated, more efficient, organic, logistic unit capable to support parent unit. Very important became a creation of stationary, regionally-located and subordinated to the RLB the Military Support Unit, able to support units located in their permanent seats during peace, war and crisis⁷.

These changes were accompanied by crucial redefinition of their tasks that were until then within their responsibilities. Within the implemented system the unit commander is responsible for maintaining and perfecting his unit's operational capabilities, at the same time sustaining an ability to generate requests. The tasks connected to budgetary and supply matters, however, fell under the Military Support Units responsibility⁸.

The military unit logistic support is provided by a subordinated to the commander, integrated and mobile logistic sub-unit, which consolidates all capabilities, earlier reserved to repair and supply units, enhancing in this way the operational capabilities of military units while executing their assigned operational tasks. MSU, in accordance

⁶ Ibidem, p. 7.

⁷ Ibidem, p. 7-8.

⁸ Ibidem, p. 8.

with the division of competences and duties, will utilize all available assets, both financial and organizational (infrastructure, MSU's service potential, upper-echelon support, and outsourcing) in order to execute support tasks in stationary environment⁹.

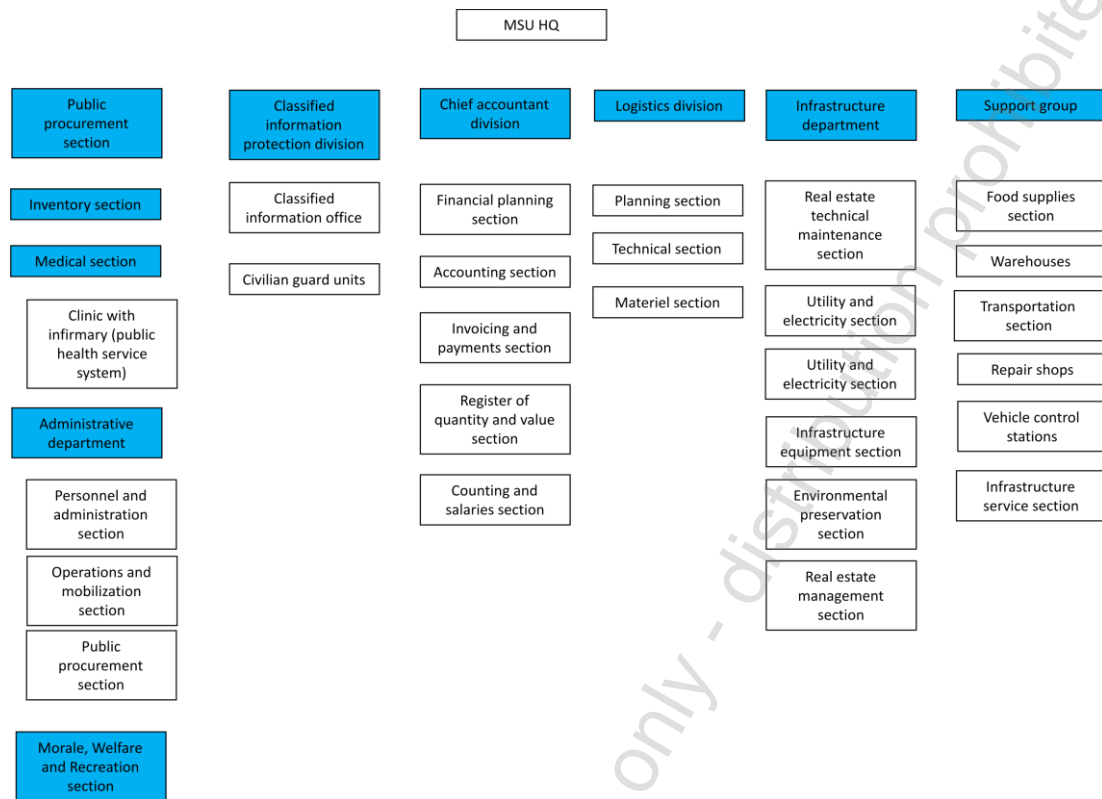


Fig. 2. Framework structure of Military Support Unit

Source: *Wojskowe Oddziały Gospodarcze. Terenowe organy systemu logistycznego SZ RP. Zbiór podstawowych zasad funkcjonowania (poradnik), General Staff of the Polish Armed Forces, Warsaw 2011, p. 13*

In 2014, based on the Command and IT Support Center and the Naval Support Unit was created the Military Support Unit in Wejherowo. Created Military Support Units, working as the main stationary logistic element, connect entire system in logical whole. These units are the important link of forces supply system, because they provide complex support services in garrisons. As the result of their inception, there was a redefinition of their former responsibilities by enhancing unit's staff logistic planning functions, and creation of integrated logistic unit capable of providing the unit with support after its departure from permanent location. Currently, the unit commander is responsible for maintaining and perfecting combat readiness, at the same time reserving the ability to generate requests. An integrated logistic unit consolidates former capabilities of repair and supply units, increasing that way its capabilities with regard to storage and handling, as well as achieving additional solutions connected, among others, with commanding, column and logistic installations protection, and survivability in the theater of operations. The budgetary and supply tasks fall under the respon-

⁹ *Ibidem*, p. 8.

sibilities of MSU, which provides military units with services, utilizing for this purpose its own executive elements.

Therefore, the system of existing MSUs allows for providing the units in garrisons with comprehensive logistic support services, regardless of their subordination, on the territory of entire country, both in time of peace and war. It allows enhancement of forces supply system in order to maintain and perfecting capability of collective defense and territorial support during defensive operation on its own soil.

Since 2006, still before reorganization of the system of military units support in garrisons and creation of MSUs, the integration process of supply and repair elements in military units of battalion/squadron level had begun. Later, also the integration of logistic units have begun at the brigade/regiment level.

In the former system, logistic support elements of units and sub-units of brigades/battalions/squadrons constituted the following:

- Logistic cell (S-4), which was subordinated to the chief of brigade Staff, as the soft logistic planning element;
- Logistic division directed by the chief of logistics of brigade, which included planning, materiel and technical sections;
- Logistic units subordinated to the brigade commander, i.e. supply company, repair company, and medical company.

The flaw of this solution was undoubtedly lack of organizational supervision of the brigade chief of logistics (an organizer of brigade logistic system) over executive logistic elements, i.e. supply and repair companies. The integration of logistic units at this level meant disbanding of a brigade chief of logistics division together with planning, materiel and technical sections, enhancing brigade's S-4 section and integration of executive logistics of the logistic battalion (supply and repair companies). In battalions/squadrons respectively was erased a chief of logistics division and, joining supply and repair platoons, the logistic companies were formed, at the same time enhancing battalion/squadron S-4 sections. Moreover, the structures of chief accountant division were transferred to the newly created Military Support Units.

The quality of performance of logistics depends heavily on the individual and collective professionalism and level of proficiency of cadre. Therefore, within the professionalization of the Polish Armed Forces process, the logistic training is one of the foundations for enhancing efficiency of performed duties, and furthermore achieving required logistic capabilities. Additionally, the training aspects significantly participate in logistic system development. Scientific and education potential in the area of logistics, is concentrated in military academies, Military Academy of Land Forces, and the specialized Logistic Training Center.

The process of inception of the Logistic Training Centre began in 2010, with drafting the appropriate organization concept of the center, and issuing administrative and personnel documents. Since 2011, the forming of the Logistic Training Center have begun. It was located in Grudziadz, in the barracks of existing 1st Drivers Training Cen-

tre. On 1 January 2012, the Logistic Training Centre has started its operations in all logistic specializations (96 specializations). Its mission is to provide initial and specialized training, vocational proficiency, including the Military Fire Protection Service training, and preparation of volunteers for professional military service and National Reserve Force for the Polish Armed Forces.

The creation of this center allowed also a concentration of specialists' training in one place (previously, training of logistics specialists was conducted in ten different centers). Effective control over subordinated logistic potential will be much more efficient only if there is integrated information system supporting logistic processes. previously, in the realm of logistics, there were several different, uncorrelated, and not integrated logistic information systems between themselves and with accountant systems, thus their utility was not meeting the standards of current logistics.

Since 2009, the Polish Armed Forces logistics has participating in building of *the Integral Multilayer Information System of the Ministry of National Defense*, (ZWSI RON), which in turn is result of *the Strategy of Information Technology of the Ministry of National Defense*. The purpose of building and implementation of this system in logistics is ensuring real-time information management and automation of processes of planning, acquisition, registration, maintenance and monitoring of logistic commodities, as well as allowing an exchange of information for the needs of the sub-system of the Polish Armed Forces logistic management. Moreover, within the scope of these proceedings, there are research projects which results brings a creation of new specialized information modules.

Additionally, in order to ensure integrity of the assets data in a built system the Information System of Unified Materiel Index (JIM) was introduced. With its assistance made an identification of all commodities of MoD resources.

A phased implementation of selected elements of the ZWSI RON began in 2010, in MSU Wroclaw. Years of 2011-2012 brought an activation of utilization of the system, and realization of preparatory phase of the implementation in following four MSUs.

Currently, within the framework of computerization of logistics, there are following actions:

- Implementation of the *Integral Multilayer Information System of the Ministry of National Defense* at MSU level in remaining Military Support Units and the units fulfilling that role in order to conduct an integral (logistic and financial) accounting of logistic commodities;
- Development of ZWSI RON by continuously updating functional requirements of its components, and enlarging the system with support for utilization, transportation, assets tracking, and logistic planning;
- Adjustment of logistic procedures to capabilities of the ZWSI RON, including development of branch regulations and specific instructions connected with the use of the system¹⁰.

¹⁰ See. K. Marciniak, op. cit., p. 87-88.

Additionally, there will be efforts to integrate currently in use, national logistic systems with ZWSI RON and with NATO information systems (LOGFAS). It is assumed that adapted solutions would consequently ensure functioning of the Polish Armed Forces logistics in net-centric environment.

Modern IT solutions find their increasing applications on military logistics. A perfect example is the introduced tracking of assets and parcels monitoring system. Its purpose is to identify items with the use of electronic identifiers. The main purpose of the implementation of this system in the Polish Armed Forces is live monitoring and tracking of parcels that is compatible with NATO allies¹¹.

In relation to above mentioned matters it is worth to underline that that interesting net-centric solutions available for implementation were presented by the authors of publication dubbed *Telematic problems of unmanned vehicles positioning at container terminals and warehouses*. A development and operation of modern methods of transportation and handling depend on implementation appropriate technologies of service and system of automated identification¹². It seems that currently essential warehouse systems utilized in the military, are the adaptations of proven solutions from civilian sector.

The assumed for the next following years development of logistic system is well described in the fundamental planning publication, which is the Plan of development of Polish Armed Forces capabilities in logistic support of operations or years 2013-2022. It is designed for enhancing operational capabilities and increasing technological advancement of military equipment. It should be achieved by ensuring logistic support in quality and quantity required by the Polish Armed Forces, especially during defensive operation and prolonged high intensity operations in unpredictable environment far away from native supply bases, lack of infrastructure and support (HNS), as well as optimization of possessed logistic potential.

Fulfillment of these specified demands is possible after achieving the following goals:

- enhancement of capabilities in planning and directing of logistic support by the use of networking information systems enabling real-time information management;
- ensuring of supply flow allowing execution of tasks using logistic potential of the Polish Armed Forces;
- maintaining ability to support operation of military equipment and weapons by the utilization of repair potential;
- optimization of military infrastructure use to satisfy the Polish Armed Forces demands;

¹¹ K. Jungowski, *Nowoczesne rozwiązania IT w logistyce*, [in:] "Logistyka(j) jutra", (ed.) J. Figurski, J.M. Niepsuj, T. Ząbkowski, Wojskowe Centrum Edukacji Obywatelskiej, Warsaw 2012, p. 391.

¹² See. S. Kwaśniewski, M. Zajac, P. Zajac., *Telematic problems of unmanned vehicles positioning at container terminals and warehouses*, [in:] "Transport Systems Telematics", Springer Berlin Heidelberg, 2010, p. 391-399.

- enhancement of medical support capabilities in operations;
- enhancement of materiel and personnel movement in order to satisfy forces demands in country and areas of deployments¹³.

2. SOCIAL ASPECT OF LOGISTICS TRANSFORMATIONS

Current changes in Polish military logistics require units' adaptation. Development of social structure in relation to the Polish Armed Forces logistics causes a constant progress of the whole of institution, meaning the army. This leads to natural selection of the most appropriate ways of thinking, and forced adaptation to environment changing according to (...) gradual changes in the institutions¹⁴. Thus effective operation of the military institution, and we take care of them the most, is a result of constant adaptation process, affecting people views and behaviors. Since environment, situation, everyday life requirements – everything which forces adaptation and acts selectively – is changing on a daily bases and each next phase is already obsolete when implemented. Each following step towards progress constitutes change of situation to which we have to adjust¹⁵. Beside this, inside of logistic system there is ongoing selection of its members, which is the result of existing personal relations. Therefore, further ongoing changes cause a selection of individuals and a choice of those which behavior is in accordance with the character of implemented changes and social structure.

Social structure is, therefore, a system of interpersonal distances, hierarchies, relations, and dependencies resulting from distribution of functions and relations of authorities. It is some kind of an abstract form of social relations visualization. It is as theoretical as the other social terms, which are not visible directly, but which we conclude from observation of other people behavior. Thus, a social structure is as invisible as an individual's social status, its role or group affiliation (in any case, the most group affiliation is not observable with 'a naked eye', because it is seldom accompanied by external attributes). Analyses of social structure require a specific abstract thinking skill, a specific skill of noticing relations between people and groups, which existence could be assumed or indirectly concluded only. Since not everything related to people is visible, the visible, though, is not perceived by everyone identically. A human behavior might be differently interpreted and understood by different people depending on possessed knowledge of this particular person's temperament, its social relations, or subordinations.

An interesting approach to social structure is presented by Talcott Parsons, which he describes as a social activity structure. According to his reasoning, an activity systems structure base on the institutional and internalized standard culture patterns. In his proceedings, Talcott Parsons proposes construction of a social activity theory. He assumes the conscious individual actions, which operators connect with certain meaning, as the reference point. The main assumption of his social action theory was to isolate it

¹³ See. *Wojskowe Oddziały Gospodarcze...*, op. cit., p. 8-12.

¹⁴ T. Veblen, *Teoria klasy próżniaczej*, Warszawskie Wydawnictwo Literackie MUZA SA, Warsaw 2008. p. 159.

¹⁵ *Ibidem*, p. 161.

from behaviorism theory, therefore the use of *action* instead of *behavior* term¹⁶. He had developed a new set of fundamental, appropriately general, terms. His theory focuses on consciousness sphere disregarding objective facts and actual, observable, human behaviors and their effects. According to Parsons, each social system has four functional requirements. The first one is adaptation. The next, achieving the goals, because a system must define and achieve its fundamental goals. The fundamental requirement of integration, however, indicates that a system must regulate relations between its own elements. The last requirement is maintaining the operation standards. A system must maintain the cultural standards that create and sustain motivation for action of the individuals¹⁷. Taking into consideration the above mentioned issues, we notice that *each action system must fulfill certain functions both for an external environment, and its own elements. Therefore each type of action within the system is subordinated to different functions*¹⁸. It is, therefore, fair to say that Talcott Parsons assumes that a social system accommodates the characteristics of its elements depending on their usefulness in the process of carrying out the system functions. In other words, an individual realizing its own functions in particular system must to adapt itself to system requirements.

A development of social structure and creation of the Regional Logistic Bases and Military Support Units surely allowed for focusing on financial elements, which we treat as economic factors necessary for implementing changes. Therefore, transformations of logistic structure are related to such assets in social reality. Taking into consideration an overall institution, this progress aims at permanent enhancement of military units. From then on, commanders have not been responsible for conducting tender procedures, payments of cash and any financial dues, delivering materiel, technical and other supplies necessary for training and functioning of the units.

The new structure design, selected and implemented in the Polish Armed Forces, therefore, is a kind of reaction on the occurring stimuli in among the environment. A necessity of implementation of them was a result, to some extent, of development in the military as the specific social group. The proposed role and function of the units in a transformed reality, takes into account a dominating ways of thinking and current social conditions. Thus also a transforming social structure reacts to ways of thinking and conduct of logistics decision-makers. Consequently then, its modification leads toward a change of behavior of, both logistic personnel and other soldiers. The implemented changes are, to some extent, an evolution of the military that have produced different way of thinking and fulfilling of new professional roles than this developed and shaped in the past.

Such approach required a number of actions aimed at creation of a system, where both people of new social structure and those receiving services were in focus. Process of adaptation to the new roles and functions was carried out under some pressure of

¹⁶ T. Parsons, *Szkice z teorii socjologicznej*, PWN, Warsaw 1972, p. 187.

¹⁷ *Ibidem*, p. XXIX.

¹⁸ *Ibidem*, p. XXIX.

external factors. Very important was some flexibility and ability to develop of the proposed supply structure. A part of people functioning in logistics had smaller or bigger difficulties with adaptation to the requirements of this social structure. It affected a development and transformation negatively. Appropriate approach, cadre training, enhanced competences, equipment and entire system operations vision allowed overcoming problems and facilitated further functioning of social structure. To date, the entire logistic system, with small or bigger gaps, was functioning rather correctly. However, the personnel responsible for soldiers' vocational preparation had certain important shortcomings. There was not enough time, often appropriate assets and people for following procedures required in the environment. The maintenance of military and training infrastructures were in no better shape. To date structure had functioned with accordance to the rules that no longer meet the requirements and expectations of the customers. Development of the military and its members has caused that the 'beaten paths' are no longer as well fulfilling its functions as before. *If the system ruling a particular population provided it with the best possible outcomes – concerning effectiveness or making the life of community easier – then in the changed situation it would be no longer appropriate. In the face of changed population numbers, knowledge and skills the status of life could be lower than before, but in case of adaptation to the new conditions, this status can be even higher*¹⁹.

In order to achieve assumed effects resulted from the modern structure model, the way of fulfilling logisticians' professional duties in the new environment, caused by a technological progress and implementation of modern solutions, as well as implementation of changes in an organization, demanded a radical redefinition of attitudes. It is rather the effect of constant development, than a conservative attitude hampering social changes in described scope.

The logistic support system structure has enforced maintaining of certain *status quo* of all military units supply and operations conditions. It is not giving privileges to any of cooperating units. Such attitude is because any exception from those rules may only harm the structure.

CONCLUSION

The issues proposed in this publication are related to the transformations of the Polish Armed Forces logistic structure. They are important, because they are related to the combat and logistic potential growth with the consideration of military units and institutions supply. It is not done merely by increase of financial burden, but rather by the use of modern tendencies of *lean management*, *lean manufacturing*, human resources management, and synergy effects. Therefore, important roles here play issues related to *benchmarking* and *outsourcing*.

Recently, due to the structure transformations, there is registered a significant enhancement of provided services. It is noticeable, especially in relation to their functions, which support units play in the new system. The results of analysis tend to indi-

¹⁹ T. Veblen, *op. cit.*, p. 164.

cate that the most appreciated area of their activity is financial services and military infrastructure administration. During the period of MSUs administration of the assets, there was significant increase of number of military infrastructure refurbishment and construction works that enhanced conditions of duty.

An important role plays also the professional and highly qualified employees of military support units, who by constantly upgrading their skills and competences, efficiently operate in the new environment. Not without importance are the issues related to competitiveness and transparency of the military support units, especially in the consideration of public procurement law. Crucial role in enhancement of entire system operations play the modern IT tools being at the disposal of both personnel of military support units, and supported military units, although there is still space for improvement. It seems that the priority in this regard is building a central logistic assets database enabling a real-time checking availability of commodities.

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