

Magdalena BSOUL
Anna KARCZEWSKA

1.5. CAREER MANAGEMENT IN DISPOSITIONAL GROUPS – THE CASE OF THE PROFESSIONAL SOLDIERS

Summary

Professional development represents an essential problem for institutions and a big challenge for employees. Careers paths are plans of employee's development in the institutions that employ them. Career cannot be regarded as achievement of high professional position although it is often considered as such. In the case of dispositional groups, vertical mobility consists in the transfer of employees in the area of workplaces at the same management level. Furthermore, mobility in the horizontal direction involves moving employees to both lower levels of the organizational structure i.e. (relegation) and to higher levels (promotion).

Keywords: dispositional groups, human resource management, promotion

Introduction

The development of the employees is a very significant issue for institutions as well as big challenge for the employees. In every type of work, people use knowledge which is created in the initial stage of at schools of different types and levels. This knowledge is later a basis for future development in organizations where people take up employment. The term “a career” is assumed in sociology as the aggregation of professional roles played by the individual in different stages of his/her life. We can say, a career means the advancement, stability, and also degradation.

The concept of career has derived from Latin *carrera*, which means – a race, a run or a road. In sociology, a career is a term which pertain to the sphere of the objective social facts – to the change of the social positions of the individuals, in general, from a lower position to the higher one.

Career in dispositional groups

Janusz Sztumski indicates that “the concept of career is referred to the vertical mobility” (Sztumski, 1997, p. 87), and it means “the process of rising in the social hierarchy, for example due to achieving the higher position in varied spheres of social life” (Sztumski, 1997, p. 87). Also according to Bauman a career is a term referring to a certain sphere of objective social facts concerning change of social position of an individual, usually from a lower to a higher one. (Maciejewski, 1014, p. 74). Thus, the career is described as the sequence of the following activities executing within the

scope of professional activity. The term defines the mobility of individual and indicates to his or her social advancement (Maciejewski, 2014, p. 74).

In case of dispositional groups, the horizontal moves are based on passing of the employees from one position to another, which are at the same level of hierarchy. On the other hand, the vertical movement involves transfer of an employee both to the lower level of organizational structure, what is degradation, and to the higher level related to the advancement.

The set of the above-named moves of employees – primarily the horizontal transfers and the advancement – create so-called career path of the employee, that is the way the employee from the first appointment through the other posts, numerous roles and duties, up to the expected top position, which is a goal of employee's career.

Nominations of the particular members to the given official posts, transfers and dismissals in the dispositional groups belong to the capacity of the superiors. On the other hand, the nomination, appointment, transfer or dismissal of a soldier or an officer occurs in the form of the act of personal appointment to the position, and as such is an administrative decision, so it is based on general rules of the Code of Administrative Proceedings. Furthermore, the nomination or appointment of particular person to the official posts depends on the level of education achieved, for example the secondary or higher education diploma, and on acquiring special professional qualifications based on a professional training, a specialist course or higher vocational studies, as well as the practical experience which is the time spent in the particular dispositional group.

Nowadays, in the days of great social mobility, the professional possibilities can be enriched by the experience of professional work not only from Poland, but also from different European countries. It also relates to the persons belonging to the professional uniformed services.

In the current market economy, in which the great importance is attached to the professionalism and in which it also appears the conviction about the great significance of professional success, we can see the tendency to taking actions aimed at the development of professional qualifications. It obviously affects the professional career. There are a lot of attempts to show the conditionings of professional career.

With respect to the above we should consider as very relevant the remarks of S. Ossowski that "the hierarchy of the social roles occur in the places where the entire system of positions is institutionalized, the way of transferring from one position to other is established, and privileges and responsibilities connected with every social role are clearly specified" (Ossowski, 1986, p. 22) . In the other words: career means the realization of professional path by achieving higher and higher position.

The career can be also perceived in a moral or ideological dimension. The moral dimension manifests itself in the subjective opinion on people consciously aiming at achieving the success, who are called careerist. In the ideological dimension it is represented by life and professional success, which is sought in socio-political conditionings supporting the career.

Planning of development of an employee in dispositional groups

The career is also supported by the human resources policy conducted by the management. It involves a variety of activities undertaken by the management, aimed at eg. the preparation of selected employees presenting outstanding results or abilities to move to more responsible positions. The process of employee career proceeds from the moment of hiring to the company until the leaving from the organization and, therefore, it can take up to several decades, and its effects have a significant impact on the quality of work (Suchodolski, 2004, p. 152).

Planning of employee development is an integral part of personnel planning in particular dispositional groups. It also plays an important role in management. On the one hand, it may facilitate the development of the employee through getting benefits by the organization and on the other hand, the employee himself has got a possibility of getting satisfaction from performing work.

By the professional development one can understand the activities aiming at preparing them during the time of the employment in an organization to performing work and occupying the post of higher responsibility.

In the context of personnel management the dynamics and direction of development are determined on the one hand by the aims of an organization and on the other hand by the needs and aspirations of the employees. Therefore in order to increase the effectiveness of activities oriented on the professional development of the employees in an organization this process has to be individualized and include the employees engagement.

The aims related to the Professional development of personnel may be reached in two ways: one way leads through concentration on the individual development of particular employees of an organization, and the second way involves implementing the systematic program of the development of the whole social potential of an organization.

From the start of employment of an employee in an organization the process of his professional development starts and it finishes with his leaving of an organization. This process can last tens of years and its results definitely impinge on the quality of performed tasks. Thus, the organizations noticing the importance of this element of personnel function try to manage it intentionally and shape it for the realization of strategic goals.

Career management includes the following processes:

- defining the career paths in an organization – setting the sequence of posts including the requirements of their occupying wherein the requirements should concern the skills, knowledge and practical experience gained on the following posts;
- anticipation of career – monitoring of the free job posts resulting from the planned and unplanned leaving from work, creating new posts and choosing the candidates to hold the posts;
- career planning – matching the development possibilities of employees to the future needs of an organization, providing all necessary information to the employees concerning possibilities of professional career;

- career advising – providing assistance of proper people from the personnel department concerning the choice of career paths, career planning or advising. It is often provided during one-day workshops of professional career;
- help in professional development – training of the personnel, surcharges to the higher education; granting a leave for studying, personnel movement inside an organization. (Szałkowski, 2002, p.86).

Professional development of an employee in practice often is presented by the career development plan. It shows at what time the employee is likely to meet the different positions in the process of his career, of course, when provided certain requirements related to professional development. There are several requirements taking into consideration during creation of the career development plan. They can be divided into three issues: (1) description of the type and level of qualification desired; (2) description of necessary work experience of the employee; (3) requirements related to the results achieved by the employee in the implementation of his previous tasks.

In our time, people want to fully independently create their own future. This also applies to their careers. Undoubtedly, the conscious and deliberate creation of one's career is related mainly to the interests of an employee. It is not surprising that the employees are trying to choose the best to his or her path. They strive to achieve self-fulfilment and job satisfaction for everyone looking for attractive positions and roles in different social structures.

To achieve these objectives, it is necessary to have adequate moral and social skills. Furthermore it needs constant striving to deepen their knowledge and skills and maintaining pro-social relationships and contacts (Rybak, 1998, p. 153).

Effective career management of the personnel is a subject of accurate diagnosis of qualification of the potential of individual employees. Based on the results of evaluations one can also carry out activities related to the improvement of human resources and the use of appropriate promotion policy. Wise procedure for evaluating of employees also affects the degree of integration of the group. Thus, evaluation of employees is one of the main element of the process of development in the social structure (Listwan, 1999).

The starting point for the proper planning of employee's development is to understand his or her aspirations, ambitions, achievements, strengths and weaknesses, and then confront them with the person's professional preparation, skills and knowledge. Only on this basis one can predict the further development of the employee.

This forecast is based on the assignation of the „path” of the promotion/career, in other words, on the planning of the order of achievement of various positions and setting the necessary requirements. This applies to the types of the work, the needs for training, acquiring new skills and length of service in a given position.

Setting the requirements in relation to the employee is important, because any change of the position should be the result of fulfilment of the pre-established conditions. More transparent and clear they are, the greater role in motivation they have. Planning of the development of an employee brings the following benefits (Maciejewski, 2014):

- satisfies the needs of employees' development;
- enables to increase the use of talents;
- leads to the increase of the loyalty of the employees;

- motivates the employees;
- satisfies the needs of a dispositional group for a properly qualified personnel.

Planning of the employee's development is also based on the commitment of himself / herself in the process. People who wish to achieve a specified position in the institution should define his or her own strategy, which is a vision of co-creation of the career, the objectives they aim, and the ways how to achieve them.

An important role in planning of the human development is played by the motive, which is a conscious stimulus, inducing the given person to a specific behaviour. It is assumed that they are hypothetical states within the human mind to activate person's behaviour to reach a particular purpose.

According to the Edgar Schein one can distinguish the following universal motives (Maciejewski, 2014, p.77): professionalism; management/leadership; autonomy and independence; safety and stability; creativity and entrepreneurship; idealism – sense, truth, sacrifice for the others; ambitious challenges and lifestyle.

Every organisation has its own specific profile and style of operations, what affects the internal matters in stronger way than formal dispositions and persons of authority. That is the organizational culture which represents not only one of conditions to survive, but first of all the further development of the organisation. It is a basic factor affecting effectiveness of its activities. The organisational culture is being created mostly by people performing their duties, but also by their feelings, expectations, values and beliefs.

Career management of professional soldiers

The condition of the decision on the appointment of a professional soldier to a higher official position and taking up his responsibilities in this position is the prior decision of the appointment of this soldier to the equivalent military rank by the competent authority. (OJL no 218, item 1699 as amended).

On the military ranks in the corps of professional officers, with the exception of military rank of second lieutenant (navy lieutenant) and generals (admirals), appoints the Minister of National Defence. On the military ranks in the corps of professional non-commissioned officers and privates appoints an authority competent to appointment of professional soldiers for the official post or the body which the non-commissioned officers school is subject to. The bodies involved in the process of qualification of officers for appointment to a higher military rank take into account the equal access of the soldiers to the higher official posts.

After the process of qualification the director of control department of MND shows to the Minister of National Defence the motion for the appointment of an officer qualified for appointment to the next higher rank.

In the case of appointment by the Minister of National Defence of a soldier to a higher military rank, the director of control department of MND sends the decision on appointment to a competent authority to determine the official position.

In the case of appointment of the non-commissioned officer or private for the higher military rank the official regulations shall apply accordingly. The activities relating in these regulations to the director of control department of MND are performed in this

case by the bodies competent to the appointments of non-commissioned officers or privates for the official posts.

Before being assigned to an equivalent official position or appointment to a higher military rank in connection with the appointment to the higher position, the authority competent for determining the official position or the appointment of a soldier may examine the competences of the soldier. The examination of the competences may include the tests or individual interviews regarding the qualifications for the official position on which the soldier may be appointed.

Prior to the appointment of a soldier to the position of the full-time service on the rank of colonel (commander) the authority competent to appoint the official positions may consult the Dobies of Military Police or receive information from the military prosecutor whether the soldier is during any preparatory proceedings and in the case of the officers of the medical corps additionally the opinion of the Military Physicians Chamber.

A professional soldier is appointed to the official position by decision according to the needs of the Armed Forces, depending on the required professional qualifications defined in the description chart of the official position and the rating included in the official assessment and in the case of the professional soldier in the permanent service also depending on the prognosis of the course of professional military service, individually set for him. The models of the course of professional military service in particular corps is prepared and updated the people designated by the Minister of National Defence, holding qualifications relevant to the corps. (OG of MND of 24.05.2010)

Professional soldiers may perform professional military service on the same official position no more than two terms if He occupies the post of the director of organizational unit of MND, including the General Staff of the Polish Armed Forces or if he performs the service on the post categorized to the rank of full-time major (lieutenant commander), in whose name the term „commander” occurs.

Appointment of the professional officer on higher position may occur depending on the official positions vacancies as well as on the general rating good and very good in the official assessment. The period of occupying the official post on the same level of employment is at least three years. If justified by the needs of the Armed Forces, this period may be shorter, but no less than eighteen months.

In the case of obtaining by the professional officer performing military service the rating sufficient in the official assessment, he is set on the same or other equivalent official position or he can be released from the military service.

The appointment of non-commissioned officer to the higher official position may occur depending on the official positions vacancies as well as on the general rating good and very good in the official assessment and on undergoing the training, course or specialization, according to the needs. The period of occupying the official post on the same level of employment is at least three years. If justified by the needs of the Armed Forces, this period may be shorter, but no less than eighteen months.

In the case of obtaining by the non-commissioned officer the rating sufficient in the official assessment, he is set on the same or other equivalent official position or he can be released from the military service.

The appointment of professional private to the higher official position may occur depending on the official positions vacancies as well as on the general rating good and very good in the official assessment and on undergoing the training, course or specialization, according to the needs. In the case of obtaining by the private the rating sufficient in the official assessment, he is set on the same or other equivalent official position or he can be released from the military service.

A soldier of the candidate service who graduated from the non-commissioned officers' school is appointed to the official position categorized to the rank of full-time Corporal. Reserve non-commissioned officer called to the professional military services appointed to official position categorised to level of employment equivalent to the military rank held by the soldier before recruitment for the professional military service or categorised to level of employment directly higher than the military rank held by the soldier before recruitment for the professional military service after appointment to the military rank corresponding to the level of official employment which the soldier has to be nominated.

A soldier qualified for specialized training or internship required before the appointment to the official position defined in the individual prognosis of the course of professional military service, is directed for the training the commander of the military unit in which a soldier holds a position or to which he was assigned as part of performance of professional military service in personnel reserve or disposal.

The soldier who does not have required security certificate required in official position description chart is not appointed to the position. In exceptional, particularly justified cases, the soldier who obtained a permission to have access to the secret information to the level defined in the official position description chart may be appointed to the position. The motion initiating the verifying proceedings in order to issue a security certificate to the level defined in the official position description chart appropriate for the position which the soldier may be appointed to, is put up before the appointment by the body competent to appointing the soldiers on a given position.

Appointment of a soldier on the official position is considered to be made after fulfilment of the following conditions including the decision to designate a soldier on a given official position and the statement by the commander of a military unit, in the daily order, the date of acquisition of duties by the soldier on the official position.

Gradually made changes in the Polish Armed Forces surely contribute to the significant modification of the approach to career management. The traditional approach to career focused above all on selection, development management, assessment, consulting, mobility of personnel and planning of the consequences should be enriched with the elements such as self-improvement, mentoring, „learning organization” mechanisms, Information Systems, contact networks and flexible organization of work.

Human resources management and career planning should have strategic character and be connected closely with the strategy of development of the Armed Forces and the development of owned official positions potential. They allow to gain mutual benefits, reducing the costs of selection as well as strengthening the organizational culture in the Armed Forces and to reduce the number of unnecessary, destructive conflicts between the personal aims of the soldiers and their organizational tasks.

Good preparation of the career path benefit in the form of higher qualification of soldiers, better matching their interests with the performer service on the position and greater satisfaction which results in significant improvement in effectiveness and productivity.

Conclusions

While making decisions concerning career development people usually take into consideration the factors such as safety of employment, subordination, predictability and permanence of interpersonal relations. The situation is similar in the dispositional groups. The consequences of this approach cause that the individuals employed are not interested in the mobility, taking up the challenges if it means changing the workplace. They prefer staying longer in the same military rank (not necessarily on the same post) than advance on higher post in another (often distant) location. Another issue to which attention should be drawn is the problem of responsibility. The professional advance and taking up the managerial posts are connected with bigger responsibility and higher level of stress.

What is also important, human resources management of dispositional groups, and the current HR policy, are incredibly determined by the cultural factors. Because for the many, the belonging to the service itself, is considered as the career of a special sort, even more importantly, as it is limited to quite narrow number of citizens, who have become the professional cadre of the elite military troops, in the result of tough recruitment procedure. So the above mentioned cultural factors, will affect their career, as the career paths are connected not only with consecutive positions, but also with their ranks.

References

1. Listwa T. (1999): Zarządzanie kadrami. Podstawy teoretyczne i ćwiczenia. Akademia Ekonomiczna. Wrocław, p. 144.
2. Listwa T. (2004): Zarządzanie kadrami. Wydawnictwo C.H. Beck. Warszawa, p. 141.
3. Maciejewski J. (2014): Grupy dyspozycyjne. Analiza socjologiczna. Wydanie II rozszerzone, Uniwersytet Wrocławski, Wrocław, p. 74.
4. Ossowski S. (1986): O strukturze społecznej, Warszawa, p. 22.
5. Rybak M. (1998): Kariery bez granic – nowe spojrzenie na karierę zawodową. SGH Warszawa, p. 153.
6. Suchodolski A. (2004): Rozwój pracowników, w: Zarządzanie kadrami, pod red. T. Listwan, C.H.BECK, Warszawa, p. 152.
7. Szalkowski A. (2002): Rozwój pracowników, przesłanki, cele, instrumenty. POLTEXT, Warszawa.
8. Sztumski J. (1997): Elity, ich miejsce i rola w społeczeństwie, Katowice, p. 87.