

ABSTRACT

The dissertation “**Non-Commissioned Officers competence model in a future operational environment**” is an attempt to diagnose the current human resource management system in the Polish Armed Forces with a particular focus on the professional group of the Air Force NCO’s. The principal scientific goal for the author was to modify and improve the aforementioned system by trying to encompass modern, civilian solutions. Concurrently, the research process was driven by the predicted changes in the future operational environment of the armed forces by the year 2035 and beyond. The dissertation consists of six chapters.

First Chapter includes an analysis of the definition and the concept of employee competencies, the division system and particular components thereof presented by multiple researchers. Simultaneously the author attempted to describe the linkage between the organization and surrounding environment with an emphasis on implemented management methods and procedures.

Second Chapter includes a multidimensional analysis of the armed forces as an organization. The research process was oriented to define main differences between the armed forces and civilian entities with a special focus on the organizational culture, legal aspects and mission. The author described the driving factors of NCO’s professional development. The interest group has been divided into three specialized profiles: operational, maintenance and logistics.

Third Chapter includes thoughts on trends in evolution of global safety environment. The author highlighted the aspects of technology development, demography, urbanization, and digitalization. This chapter presents also the operational concept for the Air Force in 2035. The research process has allowed to correlate predicted changes of the future operational environment with the structure of NCO’s competence set.

Fourth Chapter describes the process of competence model creation in HR management, including the sequence and tools being utilized. The author tried to tie the competence model creation to strategic management of Polish Armed Forces taking into account their vision and mission. The final product of the research process is the NCO’s competence portfolio including behavioral indicators. It was the fundament of the subsequent empirical research.

Fifth Chapter presents the research process concept, methods, and tools. The author presents the results of a PAPI interview that was addressed at a group of experts. This has allowed to define the NCO’s competence hierarchy and structure, simultaneously driving the subsequent actions regarding research.

Sixth Chapter is a summary of previous analyses and deliberations. It includes a core NCO's competence model supplemented by three specialized competence profiles. The modelling process products were verified in an empirical research. It has made possible to define specific competencies and their behavioral indicators tailored to NCO's representing diversified experience and career paths.

The author concluded the dissertation with a summary and verified the research hypothesis. The dissertation is supplemented with attachments including research tools (PAPI interview form and questionnaire form).