

THESES

Lt. Colonel Henrik HEGEDŰS

**Talent management, development of human resources in the
Hungarian Defence Forces**

Summary of PhD thesis

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The Definition of the Problem

The challenges provoked by global processes and quick changes demand constantly amplified and maintained knowledge both from organizations or individuals, and this does not only have socio-political and economic management consequences. This is very true from different points of view for the army as well. The problems of teaching, education and executive training must be dealt with special care also within the sphere of the defence. To accept the primary importance of modernization and innovation, to resolve contradictions in the interests to develop human resources one needs growing, more profound and wider knowledge concerning the possibilities to develop personality and the limits of this possibility. The so called soft competencies of the personality, through the development of which the penetrability between the civil and the military spheres can be assured, should be placed in the focus of the talent management.

The Aims of the Research

1. In my research I concentrated on the social and economic challenges at present expecting citizens or soldiers as employees and the possible answers to it, with special regard to the fact that we live in a transitory society. I prove that life long studying, the improvement of creativity as performable knowledge and their life long maintenance are in the interests of both the society and the individuals, that is, soldiers, also from the point of view of the national program for the creation of a knowledge based society.

2. In concordance with the latter I examined the current issues for the development of the human resources in the Hungarian Defence Forces, the challenges and the answers given to them through the reconstruction of the military higher education. I worked out a version of the model of competence of the professional and contract effectives as well as of the missionaries together with the so called soft competency model for officers. In the future these should be completed as the result of a complex research.

My hypothesises regarding the topic to be researched

According to my conviction human security (working security etc.) being a fundamental human requirement, in a moral sense gives the basis for the vision of the future and as such, promotes social integration and cohesion. I examine the problem from both the side of the employees and the soldiers, taking the dynamics of the progress of the individual, of their need for progress in consideration. According to my hypothesis the time of knowledge-workers has come, in the army as well but in a different sense than at any other time in

history. The foundation of a knowledge-based society, the high speed technical and technological progress are in a tight correspondence with life long studying, with knowledge production and enlargement, with knowledge-maintenance, with talent management, with added value based activity, all which I would like to prove item by item. My further hypothesis is that all this can be proved regarding the army, too, as the staff of the officers must have vocational intellectual and basic management competencies, special knowledge and the so called soft competencies which, after having been obtained, continuously need to grow, to be renewed and developed, maintained all through the military career of the given person. In concordance with the topic I consider the continuous development of management- and vocational abilities and of the most significant personality features of the professional officers, sub-officers determinable as also of the set of competencies of their individual abilities.

Methodology

I approached the examined topic in a logically closed system. For start I examined global challenges, then I analysed their influence on the society, the economy, military organizations and the soldiers as employees. Further, as an answer to the challenges, I place knowledge itself, more specifically military knowledge, the national programs of knowledge management and talent management in the centre of my dissertation. This deeply influences also what national military forces should become in the future, where the modernizing processes should be directed within the framework of the given alliance what concerns the cultural changes, the innovations of the organization, how we should interpret the professional preparation of the officers, sub-officers and the contractual staff, and how we should interpret the importance of the management training.

I examined the situation of the military higher education and the main streams of their development from both the individual and organizational abilities. I especially analysed the most important observations concerning the re-structuralization of the officer instruction in five years between 2003 and 2008. On the grounds of the university's quality assurance strategy and of its Institution Development Project I prepared the Human Resources Development Project (see attachment 7). My researches, which cover the new strategy conception about to be formed in the NATO, the characteristics of the 20th century warfare, the conceptual background of the development of the military forces, the models of the reconstruction of the French and Polish military forces, the changes in the proportion of the staff, the changes of the outer and inner social environment in a theoretical view organizes

NATO expectations and international experiences concerning military human resources economy and development into new and wider interdependence. A questionnaire, prepared by fellow-workers of the Institute of Social Sciences at the ZMNE and related researchers concerning further development of the missionary possibilities of the Hungarian Armed Forces, dwelt on the topic of the dissertation, which examined phenomena related to Foreign Service. In connection with this I worked out the human resource issues of the analysis of the given set of problems in different versions.

During the expansion and the research of the topic I used the *analysis*, the *synthesis* and the *inductive*, *deductive* and *comparative* methods. During the expansion of my suggestions I used the method of *adaptation*. I participated in researches at ZMNE and other Hungarian universities with document analysis, investigation of international and Hungarian specialized literature, and I performed the secondary analysis of these researches in the related chapters on public education, higher education and adult education. Laying the professional basis of my dissertation I went through and used the accessible national and topic-relevant military documents as well as the international experiences of the armed forces. I regularly consulted several human resource experts, participated in conferences organized by the National Federation of Human Resource Professionals as a member of the presidency. Partial results of my research were published in studies and other publications. On different occasions I gave accounts about my conclusions in courses for practical professionals, professional conferences and during my teaching practice in higher and adult education.

The Structure of the Dissertation

The thesis puts a new complexion on an interesting and current topic and presents the human relations of security. In the first points of the thesis, the narrower interpretation of security is discussed. When our world is influenced by the development of technology and informatics the discussion of this problem is current because of the globalisation of economy and the regionalisation of security policy.

In the I. chapter, nowadays things change more often than we ourselves would even think. The mathematical formula is almost impossible to solve, as in this equation the only invariable is the variable itself. Therefore the world around us is changing quickly, often and radically. The dissolution of trade limitations, the communication revolution and the science-based economy induces significant changes in the global and virtual labor market. As we get more and more integrated to the blood circulation of the globalized world, employees become more diverse, independent and better trained. Through in-depth analyses of the changes,

employers have realized the complexity of the situation, and started to put more emphasis on science-management and talent-management. Nowadays this is already a question of strategic importance for us. Career-planning and promotion inside the organization have become nowadays a task of primary importance for the leadership.

In the II. chapter, in the thesis the human factor which influences business success and competitiveness is stated by the presentation of applied systems and processes. Life-long learning (which could be an alternative 'surviving' strategy) is analysed and the factors of success for the individual, for the service member are presented by the author. In one part of the thesis the author points out that seeking employment is not simply looking for a job, or for a source of income, as literature defines with the term 'subsistence employee' Thereafter the means and complex processes of becoming a grand master are being discussed through the actual aspects of the topic, together with the consideration of the career building possibilities. The author stresses, that 'talent-management' in the world of labor means that such skills need to be elaborated, adequately to the existing abilities of the individual, which increase the survivability and makes them more competent and credible in their professions.

In The III. chapter, while developing the personality of an individual, a service member – which is, by the way, not dependent on age – we need to find the strong point, and based on them – according to the possibilities - we need to the address the weaknesses as well, by developing them selectively. The 'talent management' needs to be centered on the harmonic, balanced, stable personality model. A service member can be considered healthy if his/her skills are in harmony with his/her performance and has developed adaptation ability for finding one's feet. In his way of life he/she realizes and keeps himself/herself to the golden mean. He/she is a communicative individual, who is ready and able to sense the events of the outside world, notice the beauty and good as well, and is a positive, emotion-rich personality. Besides, as a consequence of the above mentioned ones, he/she is empathic as well. The lack of any of these characteristics can result in failure, which might lead to the loss of the balanced state of the human organism, forcing the psyche to compensate, and may induce even an illness.

In the IV, chapter as the author of the dissertation I examined the process of the transformation of the military higher education and its consequences, and all this was demonstrated with graphs and diagrams.

In the V. chapter, I showed, the author points out the increasing importance of the 'person as an individual' itself in our days' postmodern societies. Then by giving a detailed explanation of actual examples the increasing value of human individuals as the most

important resource and the importance of career- and profession-planning are described. In the closing of the thesis the author emphasizes the necessity that service members must develop their skills based on the abilities they already possess, thus increasing their potential of survival and also their professional competency and authenticity, as a result of their professionalism, corporate spirit and comradeship.

Index of tables

1. Company and HR strategies	p.21.
2. Professional, contractual and volunteer effective categories in 2008	p.42.
3. The situation of public education in Hungary and OECD	p.69.
4. Presentation and evaluation of adult education in Hungary with SWOT-analysis	p.85.
5. Reduction of forces in the examined period	p.119.
6. Dimensions of teaching and attendant effectives	p.119.
7. Age pyramid of the teaching effectives	p.120.
8. Changes in the composition of the effectives of the University in 2007	p.121.

Inserts

1. Distribution of unemployment in Hungary
2. Competency model of officers and sub-officers
3. Competency of success of military leaders
4. Competency model of contractual effectives
5. Missionary competency model of the military effectives
6. Workforce dimensions of ZMNE in 2008
7. Development plan of HR ZMNE

Conclusions

In correlation with the human force development I especially deeply examined the problems of talent management and knowledge-maintenance on an all-social-level and in correlation with the armed forces as well, proving that these, what concerns the armed forces, can serve as a basis for a social integrity. The challenges are given, the processes are partially known while their major part is completely hidden and can maximum only be prognosticated. The opinions concerning globalization widely differ, experts line up according to three basic concepts, which I was able to be familiarized with in the course of my researches.

In the case of Hungary the open question of the future is whether it can carry through the ideals of a knowledge-based society which for the time being seem too idealistic, or we will continue to be drifted towards the peripheries. Will the “production based on added value” merge in the economy or the infatization of employees will carry on in masses.

Academic Contributions

As a consequence of my researches I consider the followings to be new scientific results in my dissertation:

1. I have proved that the existing world order is of a transitory character. With the creation of the security of jobs or better to say, with the efforts to achieve it the individual must be brought back into their state of equilibrium because this is the only possibility to become “self made” in the Masslowian sense as well. I have proved that the armed forces worldwide under a very intensive and continuously growing pressure of social changes are trying to find their place and their role in a new world, which is for the time being still in a state of formation. Considering the latter I have analysed the necessity of the change of paradigms of humanistic professions, I have outlined the main directions of the changes searching for common points between the up-to-date “Strategical Human Resource Management” of the competitive and of the non profit sectors.

2. Pointing at the life long challenges of the learning process and underlining the importance of the talent management and knowledge maintenance I have concluded that from the point of view of the ability of renovation of the armed organizations I see the solution in making the competency based education to be continuous through the whole career within the armed forces as well. I have analysed in details the organizing concepts of the military explanation of basic knowledge, developed and innovative knowledge, and I have also

presented the possibilities to obtain them. I have proved under separate heads the necessity of the repeated coming into the limelight of the revaluation of knowledge, according to global and national challenges as well and in connection to the directions of the development of the armed forces. I have also shown the influence of the quality-focused and rule-following conduct as content elements of personal competences on the efficient functioning of the military organization.

3. I have proved that the upholding of the obtained good position of the Hungarian Armed Forces in the labour market is a fundamental interest of the organization, and it requires the integration into the process of life long learning on the level of the military organization as well. I have proved under separate heads that the functioning of the knowledge based society and the ability for innovation of the organization, the value added based activity together will give the possible answer to the challenges of modernization in the case of the army as well. I have worked out in one version the model of competence of the single categories of the effectives in concordance with the organizational tasks of the upholding ability of the military effectives and the development of the staff.

Recommendations for Practical Usage

1. The examination of the whole set of problems of ensuring the HR of the Hungarian Armed Forces with special attention to the contractals has to be continued together with the utilization of the present results of researches. There must be a more effective reaction to counterbalancing the ever changing relation of the civil and the military spheres, to settling the problems, formulating the priorities and the endeavours in connection with the development of the set of institutions of the society and of defence. I have mentioned its relevant elements in my dissertation as well. Together with as above the major emphasis must be given to the foundation of the working conditions of the voluntary reserve system, creating the organizational frames of the development of further training, knowledge maintenance and necessary competences of the effectives in question within the frameworks of the military higher education.

2. On the basis of the National Military Strategy and taking into account the quickly changing social and economic environment it is necessary to work out a completely new human strategy, which will also include the renovation of the system of the human institutions on the basis of the changes in paradigms, outlined in my dissertation.

3. The spheres of activity must be repeatedly analysed, and their departmental competence register must be worked out. The goal is to create the knowledge-map of the military organization, to work out the departmental requirement profiles along the competences that I have determined in one version as the result of my research. The whole system on the evaluation of the performance must be reconstructed in the spirit of better serving the performance, the fulfilment of the tasks, the advance and the introduction of a differentiating payment system.

4. Compared with the foregoing much more importance should be given to strengthening organizational controls, to improve the inner atmosphere and cohesion of the military organizations, with special emphasis on the development of the organizational culture of the military organizations, strengthening the spirit of comradeship and the corporative feeling. The results of former researches can offer them a solid starting point.

Lt. Colonel Henrik HEGEDŰS's publications about on thesis' subject:

Articles:

1. The interdependences of the Labour Markets of the Armed Forces and the Civilian Sector or the Modernization of the HR Job (A honvédségi és a civil munkaerőpiac összefüggései, avagy a személyügyi munka korszerűsítése). Humán Szemle, year XIV, N. 3. 1998.
2. Globalization and the Economic Revaluation of the Human Capital (A globalizáció és a humántőke gazdasági felértékelődése.) Humán Szemle, year XXI, N.4. 2005.
3. Thoughts on the II. National Conference of HR-Experts and Students (Gondolatok a HR-szakemberek és hallgatók II. Országos konferenciájáról). (Humán Szemle, year XXII., N.3. 2006.
4. Emotional Intelligence at Work: A Book That is Worth to Read More Times (Érzelmi intelligencia a munkahelyen: Egy könyv, amit érdemes többször elolvasni). Új Honvédségi Szemle, year LXI, N.3. 2007.
5. Seeking Ways of the HR-Profession: Selections from the Programs of the National Conference of the HR Conference in 2007 (A HR-szakma útkeresése: Szemelvények a 2007. évi országos HR-konferencia programjából). Új Honvédségi Szemle, year LXI, N.8. 2007.
6. How to Integrate into the Process of Life Long Learning (Integrálódni az élethosszig tartó tanulás folyamatába) (Hadtudomány, year XVIII., N.1-2. 2008.
7. Monopoly – with talent, ergo how to become a grand master? (Gazdálkodj okosan a tehetséggel, avagy hogyan váljunk nagymesterré.) Hadtudományi Szemle, on-line folyóirat, 2. sz. 2008.

8. Dilemmas of the Performance Evaluation and Knowledge Maintenance (Teljesítményértékelés és tudásmenedzselés dilemmái.) Honvédségi Szemle, year 63., N.1. 2009.
9. Human Values and Spirituality in Economic and Military Actions (Emberi értékek és spiritualitás a gazdasági és katonai cselekedetekben.)Társdalom és Honvédelem, N.1. 2009.
10. A Narrower and a Wider Understanding of the Concept of Security, Human Security or the Lessons of a Conference (A biztonság fogalmának tágabb és szűkebb értelmezése, a humánbiztonság, avagy egy konferencia tanulságai). Hadtudományi Szemle, on-line magazine, year 2. N.1. 2009.
11. A Few Actual Problems of the Human Policy Job (A humánpolitikai munka néhány aktuális kérdése) Honvédségi Szemle, year 63., N.5. 2009.
12. The Economic Revaluation of the Globalization and of the Human Capital, Seeking Ways of the HR-Profession. Essay. Edited. (A globalizáció és a humántőke gazdasági felértékelődése, a HR-szakma útkeresése.tanulmány, lektorált). For the tender of the Hungarian Military Science Association, 2008.

Conferences:

1. 10 Years of NATO: 10 Years of Security: Conference (10 ÉV NATO: 10 ÉV Biztonság: Konferencia), ZMNE, 26. 03. 2009.
2. 125 Year of the Committee of Military Sciences of the Hungarian Academy of Sciences, 200 Years of the school of military sciences. Conference. (125 éves az MTA Hadtudományi Bizottsága, 200 éves a magyar hadtudomány iskolája. MHTT konferencia), ZMNE 15. November 2007. HR Department of the Ministry of Defence, report related to the “Transformation of the Armed Forces”.
3. Envisaging the future of the military higher education (A katonai felsőoktatás jövőképe. Konferencia), ZMNE 10. October 2007.
4. Human Strategy in the Hungarian Armed Forces. Conference organized by the Ministry of Defence (Humán Stratégia a Magyar Honvédségben. Konferencia a HM szervezésében), ZMNE, 14. February 2008.
5. National Conference on Human Policies (Országos Humánpolitikai konferencia), June 08-09, 2006, May 10-11, 2007, October 16-17, 2008.
6. Professional conferences and symposiums of HSZOSZ - National Association of Human Professionals (Humán Szakemberek Országos Szövetségének (a továbbiakban HSZOSZ) szakmai konferenciái, szimpóziumai) January 29, 2009, September 30, 2009, November, 04, 2009, February 17, 2010. My lecture held at the conference of HSZOSZ, Budapest region, in relation with my research topic, April 02, 2009.
7. „Personal Hungary” – HR management Trade Fair and Seminar (Emberi erőforrás-menedzsment Szakkiállítás és előadássorozat), November 15-16, 2006, November 14-15, 2007, November 19-20, 2008, October 27-28, 2009.
8. IBM Business Consulting Services, Seminar: Support of the Top Level Managing Job, the Role of E-learning and Top Manager Education (A

felsővezetői munka támogatása, e- learning szerepe az oktatásban illetve a vezetőképzésben), March 09, 2007.

9. IBM Business Consulting Services, Conference Mobility of Labour Force in Hungary (Munkaerő mobilitás Magyarországon), May 12, 2006.
10. Strategic Thinking and Chess. Conference (A stratégiai gondolkodás és a sakk. Konferencia), ZMNE, November 21, 2007.
11. Overview of Trainings with HR Eyes. Conference (Tréningkörkép HR-szemmel. Konferencia,)PTE, May 02-03, 2006.
12. Innovation Day, ELTE. Conference (ELTE Innovációs Nap. Konferencia), ELTE TPIK, February 05, 2008.
13. Perception of Security of Twin Cities. Conference („Testvérvárosok biztonságpercepciója” Konferencia), Székesfehérvár, September 25, 2009.
14. Military Sciences, Doctoral Forum (Hadtudományi Doktori Fórum). ZMNE October 15, 2009.
15. International Terrorism. Conference (Nemzetközi terrorizmus, Konferencia). ZMNE, November 06, 2007.

Curriculum vitae

Personal data:

Birth place, date: Szolnok (HUN), 19. February 1961).
Workplace: Zrínyi Miklós National Defence University
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Qualifications

1992-1995 Kossuth Lajos Military College, Boarding School Teacher
1997-2000 BKE Executive Training Institute , human manager expert
2002-2005 ZMNE, security and defence policy expert
2007-2010 ZMNE Military Sciences PhD student

Language skills

Complex „C” ARMA military medium state degree in English (STANAG 2.3.2.2.) (E-231 1288/1999),
Complex „C” ARMA military beginner’s state degree in Russian (1205349)

Career:

1983 2001 Subaltern officer, instructor officer, HR officer, HR and labour deputy head of section, HR and labour head of section, HR and labour sub department head

2001- HR deputy head of department, ZMNE, field advantaged officer

Military career:

1986:- professional, lt. colonel

Honours:

1988: Medal of Merit for Service to the Country, bronze class

1994	Sign of Service, class III
1998	Sign of Service, class II
2002	Service Honours, "gold"
2007	Service Honours Decorated with Laurel Wreath

Membership:
 2007: Hungarian Association of Military Sciences

Professional CV

I have been serving in the Hungarian Defence Forces since 1983. I have been working in the HR field since 1989, currently at the Department of Human Resources of the Zrínyi Miklós National Defence University, as a Senior Officer. I was appointed Head of the HR Department of the University's Szolnok Aviation Academy Faculty in 1997 after Senior Officer and Deputy Head of Department positions there.

After the integration I was appointed Head of Sub Department and then from 2001 Deputy Head of Department again, but now to the university's campus in Budapest. I was moved to my current posting as a result of the reduction of leading positions, following the amendment of the Higher Education Act. I have been teaching adults since December 2000, but I teach human resource management at college too, organized by our university. I have helped a number of students prepare their theses as a consultant. After receiving my diploma as a teacher I acquired qualifications as a cert. expert of human management, and a university diploma as a cert. security and defence expert. I have a complex B2 English language examination and a complex B1 Russian language examination. I spent half a year in Canada on a language course.

At the time of the massive lay-offs I was working at the U.S. Department of Labor in the framework of the "Quick Response Project". Later, on two occasions, I was chairman of the Promotion of a Job Commission in the Szolnok garrison. I was involved in the preparation and codification of the Collective Redundancy Act. Currently, I am also the head of the examination board and provide expertise for the personnel manager, personnel and training for enterprise developer NTR education, which was extended until 2015 by the competent authority. I was a member of the Ministry of Defence's Committee responsible for modifying the Hungarian Defence Forces' Human Strategy. I regularly participate in National Human Resources conferences, Human Resources symposia. Several publications of mine have also appeared on the subject.

I am a member of the Presidency of the National Association of Human Experts. I have absolved my PhD studies on 15 June 2010. I plan to defend my thesis in January

.Budapest 25 Oct 2010

Lieutenant Colonel Henrik Hegedűs