Efficient and undisturbed functioning of every organization that comprises of interlinked elements – and armed forces are definitely such an organization - is based on correct functioning of each separate element. When organization structure is stable, respective elements of the organization can be monitored relatively easily and suitable changes can be introduced when required. However, introduction of a new component to functioning organization is a totally different situation. Process of implementation and accomplishment of symbiosis with whole organization may affect its structure and functioning. An example of such a situation was creation in 2010 of National Reserve Forces as new form of active military service.

This completely new form of military service, dedicated to soldiers who reached the end of their enlistment, was created to strengthen regular manpower force of Polish army by supplementing of some un-manned army positions during peace time. Preliminary task of voluntary formation was to secure temporary (up to 30 days a year) placement of unmanned military positions, manning of which with professional soldiers would be expensive. Utilization of reserve soldiers was assumed as the way to reach required manpower of military force in case of crisis situation or occurrence of threat, with concurrent reduction of expenditures on professional army maintenance.

Assumed policies of organization and operation of National Reserve Forces in Armed Forces of Republic of Poland were based on models of reserve formations functioning in armies of other allied countries, such us Canada, Belgium or United States.

However, functioning of the new formation was influenced by the trend to reduce manpower and military expenditures that prevailed during period of its formation.
Too scarce financial means secured in the budget of Ministry of National Defence made it impossible to create adequate motivation system for volunteers interested in fulfilling services in new formation. Moreover, every individual candidate researched possible advantages of career in reserved forces. Unattractive training system, lack of motivation scheme and limited perspectives of personal career development within the reserve forces affected restrained interest in this form of military service, even within military enthusiasts.

Preliminary research led to conclusion that maintaining NRF in its current form would not only made it impossible to fulfil its given tasks, but may also have negative influence on building Armed Forces' potential.

Therefore, as a subject of research I adopted legal, organizational, systematic conditions, arrangements and experiences arising from current form of National Reserve Forces, as well as from similar reserve army units existing in other countries.

The main aim of the study was to express propositions and directions of changes leading to improvement in functioning of NRF and to draw the new, academically proven concept of the unit's operations.

Achieving the main goal of research was possible by completion of the following actions:

• analysis of national security system and factors that influence it
• analysis of national reserve forces existing in other countries
• evaluation of currently existing National Reserve Forces, with a special emphasis on its disadvantages
• presentation of new concept of National Reserve Forces

Preliminary analysis of undertaken studies indicated that the development of new National Reserve Forces - that would strengthen Armed Forces - potential requires inclusion of such elements as definition and theory of national security, position of reserve forces in the army's structure and national security system, analysis of currently functioning reserve forces and formulation of new concept of functioning and utilization of National Reserve Forces.

As for the research the main problem was indicated: what changes should be done within National Reserve Forces so they can effectively support national security system and what the concept of the formation's functioning should be? Following detailed problems where stated to expand main research:

• How the national security system should function?
• What factors influence military security of Poland
• What are conditions and organizational aspects of NRF?
• What were the underlying system assumptions of NRF
• What are the functional disadvantages of NRF?
• What approach towards reserve forces was adopted in other countries?
• What is the current and future environment of NRF?
• How should the tasks and dedication of reserve forces be defined in national security system?
• How should the optimal organizational structure of reserve forces look?
• How to optimize conditions of active army service in reserve forces, with regard to professional development and specialized training of voluntary reservists?
• What system of command in NRF should be implemented?
• How to secure logistic side of reserve forces' operations?
• What training system should be implemented, considering reserve forces' enrolment, basic training and specialist training?
• What motivational scheme for reserve soldiers to implement?

Analysis of sources, long-standing experience in field of organization and functioning of NRF, discussions with experts in field of peace-time supplementation of Polish Armed Forces led to the following working thesis: current state of National Reserve Forces does not comply with basic systematic assumptions and expectations of the society towards this unit. It is assumed that efficient, stable function of the formation may be achieved by introduction of changes and redefinition of tasks that lie ahead of reserve forces, together with creation of new recruitment and training system, along with motivational scheme. Those changes would also enable NRF to be perceived as stable element of national security system.

A stated hypothesis was verified in course of research by usage of research methods: analysis, synthesis, comparison and inference.

The first stage was the theoretical studies that organized knowledge and competences and created the base to conduct empirical studies.

Theoretical methods were used on every stage of scientific research in relation to research problem - to explain new facts, relations and dependences within them.

Analysis method was used mainly within research of literature dealing with National Reserve Forces and reserve formations in other countries.

Legal-institutional analysis was used to research formal and legal conditions influencing functioning of NRF and regulations concerning its organization, as well as relating to usage of this formation.

Synthesis enabled to fuse separated and previously gathered elements, leading to creation of the concept of new reserve forces.
Comparison method was significantly useful during creation of the concept of new reserve forces. The method allowed to follow and copy tested and efficient solutions used in reserve forces of other countries.

Method of expert interview with ten experts was used to verification of proposed system solutions, with respect of current conditions applying to NRF. Experts were selected within military servicemen responsible for peace-time supplementation of Armed Forces on the political, military, strategic, operational and tactical levels.

Questionnaire was used to survey opinion of potential candidates to new reserve formation, in matters of their expectations, directions of desirable changes in organization and functioning of reserve forces. The main aim of that survey was to design criteria of configuration for the new formation, which would provide significant increase in interest in new form of military service

Bearing in mind conclusions from executed studies, it is necessary to not only eliminate current system disadvantages in National Reserve Forces, but also to build new, organization-oriented formation comprised of trained soldiers who, in case of threat, would serve as real and credible reinforcement of Polish Armed Forces.

Dissertation consists of introduction, four chapters, conclusion, bibliography, and reference list, list of illustrations, tables and appendixes.

The first chapter entitled "National security system" presents analysis of security theory, with regard to diversity of definitions and evolution of understanding and perception of the national security. Moreover, it features classification of security and spotlight on main national threats. Essential conclusion from performed analysis is that security is treated as value, necessity, aim, right but also as desired state and dynamic process. Subsequent part of the chapter presents factors influencing military security of Poland, thereby indicating role of Polish Armed Forces and reserve units.

The second chapter entitled "National Reserve Forces (NRF) - reserve military formation in Poland" presents current state of National Reserve Forces within Polish Armed Forces and their transformation in years 2010-2017. Moreover, it depicts flaws and functional-systematic disadvantages of the formation. By defining irregularities accruing in NRF from the beginning of their creation, it points to directions of changes leading to improvement of reserve component of the Polish Army

The third chapter entitled "Reserve Forces in selected countries - their tasks and system-organizational solutions" presents models of reserve forces in allied countries, such as National Guard of USA, Reserve Forces of Canada, Sweden and Belgium.
Presentation of other models of reserve forces serves mainly as means to selective analysis of already implemented and tested solutions, which can be copied within new, native formation. It is obvious, that models functioning in allied armed forces should be modified in the process of transferring them to our reserve forces. Nevertheless, their analysis served as key element in the process of designing new reserve forces.

The forth chapter, "Concept of functioning of National Reserve Forces", presents academically developed concept of hereby indicated title. It defines predestination, task and organizational structure of new NRF, with simultaneous indication that it is brand new formation with autonomic organizational structure, new and effective system of recruitment and training and effective motivational scheme. The concept covers whole spectrum of undertakings and processes applying to functioning of new reserve formation - that is from the stage of recruitment of potential candidates through the career development of the NRF soldiers and ending with ways of termination of their active military service. Moreover, it includes such elements as leadership, training and logistic backup and remuneration scheme.

Conclusion presents fundamental findings of the carried out studies and pertains to dissertation's main research problem, detailed problems and research hypothesis.

Author of dissertation expresses belief that applied research method was sufficient to carry out studies and critical assessment of obtained findings that led to formulation of proposed changes.

mgr inż. Tomasz Kostecki
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