

ANALYSIS OF THE COMPETENCIES POLISH LOGISTICS MANAGERS IN THE LIGHT OF RESEARCH

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Abstract—In the 90s of the twentieth century or even the beginning of the twenty-first century competition between candidates for employees in the logistics industry in Poland was very sensible and logisticians beginning his career were much easier to enter the labor market. Now the situation is different. First, in the minds of young people's awareness of the complexity of the logistics process and the challenges they bring for them is much higher. Logistics is an interdisciplinary profession. Second, the course of study, which is the logistics, it is now one of the most popular fields of study in Poland. This is evidenced by the fact that almost every university with backgrounds in economics and management, specializing in logistics is on offer. Another issue is the quality of education. It is not difficult to receive permission from the ministry to launch a direction far more difficult to have a qualified team of logistics. It's not about the manager, which as a result of the reclassification of "learned" logistics in a year or two years, participating in some courses or reading literature. It is about the manager, which in addition to a broad theoretical knowledge, it also has a practical orientation, as in the case of logistics, it is very important. It guarantees that future logisticians will be well prepared, and the labor market in the logistics industry today places great demands. The purpose of this article is to identify which competencies should have logistics managers, looking at the needs of today's labor market, and to confront it with the powers that were identified during the research staff of the logistics industry.

Keywords—logistics manager, competencies, polish logistics' sector

I. INTRODUCTION

The dynamic development of trade in Poland after 1989 contributed to the favorable conditions for the development of the logistics industry, which quickly caught up with western standards. Profession logistics quickly gained popularity, and universities in Poland, opened massively educational trends in the industry.

For the development of the logistics industry is also important that the importance of Polish as a regional logistics center grows. It is one of the largest markets in the region of Central and Eastern Europe. Not without significance is the Polish excellent geographical location, lying at the intersection of transportation routes leading

from north to south, and above all, from west to east Europe. That's why many international companies headquartered here their warehouses or distribution centers. All this is a good harbinger for the future of the logistics industry.

According to Forbes [1], logistics profession is in the top ten occupations in 2013 in Poland. In recent years, employment in the logistics industry in Poland remained stable. Top search were people in the following positions: Store manager, director of logistics, forklift operator, a driver and shipper.

II. UNDERSTANDING OF THE CONCEPT OF COMPETENCE

The concept of competence has been important in discussions of motivation (e.g., White, 1959, 1965; Baumrind, 1972), intellect (e.g., McClelland, 1973), behavioral adjustment (e.g., Goldfried & D'Zurilla, 1969), and research with children at risk for psychopathology (e.g., Garmezy, 1974, 1975) [2]. Competencies are identified behaviors, knowledge, skills, and abilities that directly and positively impact the success of employees and organizations.

Different cultural contexts influence the understanding of competence and this is especially important in relation to the extent to which competence is defined by cultural literacy involving group identities such as race, gender, age and class (ascription), as opposed to demonstrable behaviour (achievement) [3]. The challenge is to develop a consistent and coherent typology of competence in a context where even within countries there is apparent diversity in the approaches. Each of the four dominant approaches has particular strengths. The traditional American approach has demonstrated the importance of individual characteristics and the use of behavioural competence as a means of developing superior performance. The mainstream UK approach has shown the value of occupationally defined standards of functional competence and their applicability to the workplace. The approach adopted in France and Germany demonstrates the potential of a multi-dimensional and more analytical concept of competence.

Moreover, there are signs of convergence in national approaches to competence, not only within Europe but also between the European and American models, suggesting that there is value in a multi-dimensional approach for developing a more global understanding of the term [4].

Often is used concept of core competence. Hamel and Prahalad [5] defined core competence as the collective learning in the organisation, especially how to coordinate diverse production skills and integrate multiple streams of technologies.

Dreyfus and Dreyfus [6] introduced nomenclature for the levels of competence in competency development. They singled out five levels of competence:

- Novice: Rule-based behaviour, strongly limited and inflexible
- Experienced Beginner: Incorporates aspects of the situation
- Practitioner: Acting consciously from long-term goals and plans
- Knowledgeable practitioner: Sees the situation as a whole and acts from personal conviction
- Expert: Has an intuitive understanding of the situation and zooms in on the central aspects

III. WHAT COMPETENCIES SHOULD HAVE LOGISTICS MANAGERS?

In the Poland the basic requirement to be fulfilled by the candidate currently work in logistics, is communicative - preferably fluent - at least one foreign language. If the candidate knows more than one language, it will be the added advantage. In addition, the candidate to work in logistics must have finished college and have a huge range of knowledge from different sectors of the economy. It is important that a candidate's experience, it is best if the experience is several years (3-5 years). Candidates should have forwarding your customer base. There is also the requirement to use various computer programs.

It should be noted that the logistics industry is changing, evolving from a simple provision of services into a comprehensive and complex operations. This approach forces the recruitment of senior management positions for versatile employees. Increasingly, candidates are sought combining business education with technical or financial, understanding the rules governing the production process and knowing the latest technologies. They must also possess business instincts to make the most cost-effective logistics solutions.

In terms of generic competencies and personal qualities, logistics managers should be characterized first of all:

- creative thinking and open-minded approach to operational and business processes,
- willingness to take risks associated with a high degree of responsibility and self-discipline,

- autonomy and decision-making competencies under time pressure,
- openness and communication in human relationships,
- ability to manage multiple tasks simultaneously and global vision to action,
- analytical ability, the cause-and-effect thinking and synthetic presentation of the tasks and objectives of the action,
- system and integrated vision consequences of their decisions,
- efficiency and very good work organization and time management skills.

The need for competencies is differencing depending on the profile of the company. Logistics managers in the industrial enterprises should be characterized competencies such as:

- analysis of the domestic and foreign markets in search of supplies and suppliers,
- collection and analysis of lists,
- qualification of technical and technological, trade and logistics, financial and quality suppliers,
- negotiating the prices of raw materials,
- monitoring of suppliers, updating the list of qualified suppliers, developing relationships with suppliers,
- realization and settlement of budget shopping,
- analysis of consumption and material requirements, material requirements planning,
- developing plans for the provision / supply planning, determination and maintenance of inventory at a level that ensures the continuity of the production process,
- preparation of orders, execution of orders and purchases of materials,
- periodic analysis and control methods of supply,
- workflow control supply, preparation of reports - sourcing, purchasing, material storage conditions, etc.
- management of packaging and waste management planning,
- planning transport and shipments to customers, cooperation with freight forwarders and carriers, booking transportation in various modes of transport,
- planning of transport routes, cargo, and the use of means of transport, scheduling rides and shifts drivers
- current disposition and scheduling of vehicles, drivers, maintenance, transportation,
- control of shipments and deliveries, tracking traffic,
- monitoring of vehicles and documents of the driver and the vehicle,
- preparation of reports and tasks of transport and service of vehicles,
- cargo handling in the warehouse and cargo handling, maintenance, periodic maintenance and quality control of inventory, inventory stocks,
- picking, labeling and packaging of cargo units,
- loads edition of the magazine and loading of vehicles,
- records of stock turnover (receipts and issues), record inventory, workflow services in warehousing,
- development and ongoing budget control business magazine,

- participation in the planning of production for material procurement,
- support for internal transport and transshipment of material production,
- production inventory tracking, inventory replenishment in departmental stores,
- development of the customer service, communication and identification of customer needs / recipient,
- planning distribution and supply according to the orders and load specifications,
- analysis, planning and replenishment of stocks of finished goods in warehouses,
- cooperation with suppliers and logistics operators.

Logistics managers responsibilities in the distribution company undertaking compared with the production company is slightly narrower. The differences in the responsibilities of the logistics business undertaking are due to economic activity, in which there is no supply of materials and production processes. The main task is to ensure the continuity of logistics and sales needs and ongoing co-operation with suppliers of goods sold.

IV. COMPETENCIES OF THE POLISH MANAGERS – ANALYSIS OF RESEARCH

In 2012, Antal International under the auspices of the Polish Association of Logistics Managers conducted a study "Logistics' workers in Poland" [7]. The aim of the study was to outline the image of logistics on the Polish labor market and to enable employers to create better conditions for the development of a career in this profession. The study was conducted within CAWI 17-24.09.2012. The research involved 142 respondents from Polish, 20% of women and 80% men. 26% are specialists, coordinators of 6% and 68% - managers. The research was anonymous.

A. Education specialists and logistics managers

The vast majority of the respondents (93%) have a university degree (Figure 1). In this 43% have secondary education logisticians in the direction TSL, 32% completed post-graduate studies in this direction. 36% said education in a different area than the TSL. A small percentage of the respondents (7%) and has an MBA.

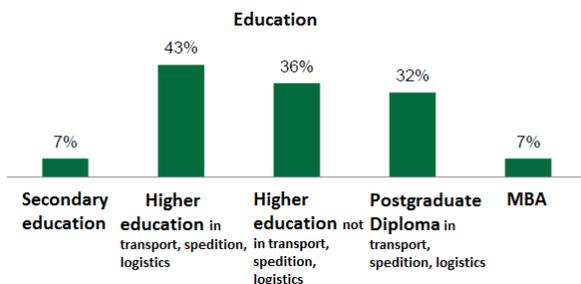


Fig. 1. Education specialists and logistics managers
 Source: [7]

B. The software used by logistics managers

Almost every logistics (91%) in their daily work using

Excel program. Besides the Excel, on which the work is common in each occupational group in the distribution of most of the respondents use WMS (53%). This system is often used also by the logistics (33%). The most commonly used system in the SAP manufacturing companies (74%).

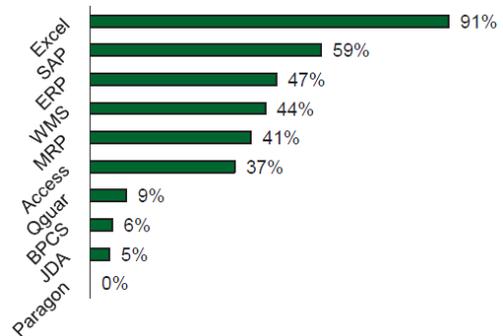


Fig. 2. The software used by logistics managers
 Source: [7]

C. The certificates held by the logistics managers

The largest percentage of the respondents (25%) report being certified ADR. This reflects the fact that the majority of the respondents are or were associated with road haulage or transportation management. Knowledge of freight and dangerous goods is particularly important in the shipping and distribution. Logistics companies often send or invite trainers that have trained a group of employees, and therefore one of the highest rates. The relatively large number of respondents declare to have APICS certification (21%), Customer Service (21%) and Incoterms (20%).

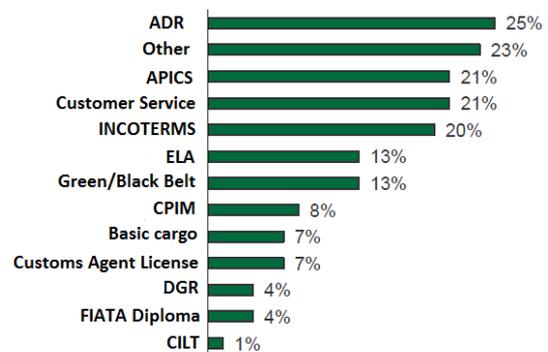


Fig. 3. The certificates held by the logistics managers
 Source: [7]

D. The optimization techniques used in logistics

Knowledge of optimization techniques is common among logisticians. 82% of respondents had the opportunity to lead projects using 5S, 75% with the use of Kanban, and 65% with the use of JIT. The smallest percentage of respondents met the Heijunka technique.



Fig. 4. The optimization techniques used in logistics
 Source: [7]

E. Knowledge of foreign languages among logisticians

Most logisticians speak English - 97% (Fig. 5). Every third respondent knows English German Russian and English. Knowledge of other languages is not common - less than 10% of respondents said their relationship.

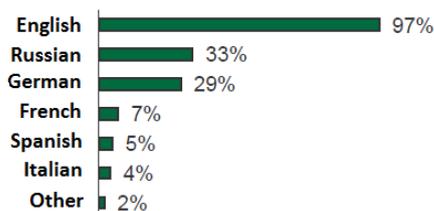


Fig. 5. Knowledge of foreign languages among logisticians
 Source: [7]

Knowledge of foreign languages is essential in logistics' everyday works. However, less than half of the logisticians (Fig.6), if they know the language, use it in their daily work. This applies particularly to people with knowledge of German and Russian. These languages are mainly used by shippers operating on the German and Eastern European markets. German language desired and is often used in manufacturing companies related to the automotive industry.

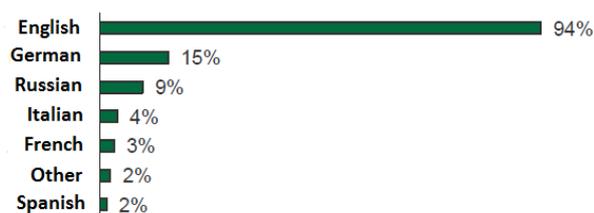


Fig. 6. The use of foreign languages in logistics' everyday works- Source: [7]

V. CONCLUSION

In the Polish TSL sector 60% of employers planning to hire professionals and managers within the next three months, and 22% release. Currently, 65% said recruiting and 18% release [8].

Logistics in Poland puts the currently very high demands on the candidates for the employees. Unfortunately candidates who meet the high standards of the market is still too small.

Candidates for logisticians should be educated directionally. At the managerial level is required a degree in economics, including in transport and logistics. The candidates on the logistics required to also fluent in English. Another advantage is the possession of a second

foreign language, and the most desirable is knowledge of English and German.

In addition to knowledge of economics and management company, logistics should have managerial skills: quick decisions, think logically and wisely, have the ability to concentrate and ability to work under pressure of high responsibility. He needs a thorough knowledge of the economy, its own market and characteristics of the company and the transport sector. Not without significance is also planning skills at different distances of time.

To the employee was attractive, it must continue to grow. The most important competencies as a conscious learning from the contributors experience. Equally important is to learn new approaches, new technologies, along with changing systems, requirements, tasks, and business objectives. To make the process of education "on-the-job" to be effective, it has two aspects: open and active attitude of the worker and the conscious action of its surroundings, the immediate supervisor or other mentor in the first place.

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