

Original article

## Training and educational work in the Territorial Defense Force

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### INFORMATIONS

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### ABSTRACT

In connection with the establishment of a new type of troops in the Armed Forces of the Republic of Poland – the Territorial Defense Force (TDF, *Polish abbrev.* WOT), the author has decided to approximate the issue of their training. He brought closer the guidelines regarding the organizational structures of the Territorial Defense Force and the selection of commanders and lecturers, the requirements that training and educational work should meet, as well as the theoretical-cognitive and methodological solutions and the reasons for their application. When answering the above questions, the author addressed only some issues in this field, in a condensed form that is necessary for the preparation and implementation of the training and educational process in the didactic system of the Territorial Defense Force. The purposeful and well thought narrowing of the subject matter by the author does not necessarily mean abandoning the cognitive ambitions of creating the TDF in the context of military and social reality.

### KEYWORDS

security, threats, territorial defense, training



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## Introduction

At present, the conditions of the Polish security policy assume reacting to military crises not only by the Armed Forces of the Republic of Poland but also by the potential located in individual functional systems of the national security system. What counts in this dimension is the cooperation with the North Atlantic Alliance, the European Union, and international organizations. Each of them, including Poland, are obliged to bear the costs of maintaining global security, i.e., preventing or eliminating the causes and consequences of threats. The most important and at the same time the most expensive element in the defense system are the military forces and resources that each country can separate for the implementation of its defense and allied tasks.

The unstable international situation in the east of Poland, intensification of terrorism in the world and immigration from the African and Asian continent result in higher spending on armaments as well as security and public order. This results in the improv-

erishment of the state budgets and, consequently, the population. It is increasingly difficult for the average citizen to understand what is happening in their environment. Power elites in the world are not able to effectively solve security problems. Their policies and strategies are unstable, they are becoming outdated overnight. This is especially true of the effectiveness of international law, which is losing more and more relevance in the era of the United Nations and other organizations, such as the Organization for Security and Cooperation in Europe or the African Union, is unstable and volatile. They lack a binder – an authority, a joint force (international police force) imposing compliance with legal norms contained in declarations and conventions [1, p. 24; 2, p. 17]. The construction of the law breaks and threatens to turn into disaster just because one of the countries breaks out while defending its own interest. Therefore, according to the author, it is our duty to organize a new system that prohibits such practices, restrain regimes and global terrorism. These must be rapid preventive measures to spread the mounting problems of states without the horrific destructiveness of war.

There is an important lesson from the above judgments: if international law is to be valid, it should apply to everybody! Reality shows that the norms of international law alone are not enough to maintain peace, since human will and the ability to use the law of nature and the right of nations are also necessary for this purpose [3, p. 193]. Currently, respecting these rights becomes just empty slogans. The intensity and size of military conflicts in the world is growing. The scale of transformations in means and ways of waging the war increases, opinions and findings of decision-makers in the field of defense are radically changing, including the preparation of armed forces and society for armed conflicts, deviating from the current image of wars (classical), i.e. as an asymmetric or hybrid war [4; 5, p. 39; 6, p. 12-3]<sup>1</sup>. Changes in the quantitative and qualitative sphere of future military threats have resulted in, among others, the necessity to militarize a part of society by organizing a well-developed system of defense of the territory of the country in the organizational structures of the armed forces. Therefore, for a long time, increased efforts have been observed in all European countries, including Poland, to solve this problem.

## **1. The concept for creation of the Territorial Defense Force**

The adoption of the concept of establishing TDF in 2016 caused the necessity to adjust their structures to the state's defense system. In addition to the already existing operational forces and their commands at the national level, the command of the Territorial Defense Force with headquarters in Warsaw was established in the General Staff of the Polish Armed Forces [7; See also: 8].

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<sup>1</sup> In his deliberations on new threats, Professor Pawlowski understands asymmetry as “unfair fight, hitting a weak point, information fight, fight as part of a psychological war, threat or use of weapons of mass destruction”. He further writes on page 43 that asymmetric threats will be put forward by entities that intend, by using fighting methods different from the usual ways of acting of their opponents, to overcome the advantage (primarily on the military level), strike at its weakest points and achieve the same effects disproportionately greater than the forces involved.

In a few years, i.e., until 2021, it will have under its command 17 brigades with a different composition depending on the specificity of the province. There are to be 86 battalions in their structures. In total, 35 thousand soldiers are to be put into service in the Territorial Defense Force. Volunteers and reservists will serve in the mentioned above branch of the Armed Forces. They will be trained by instructors delegated from operational forces and “professional reserve soldiers”. After forming, the territorial defense soldiers are to undergo a three-year training, each year about 30 days, i.e., one day a month free from work and a few days on the training ground [8].

What, therefore, the territorial defense, including its essential component – the Territorial Defense Force, was, is, and will be:

**1) territorial defense:**

- according to Boleslaw Chocha (1965), territorial defense is one of the elements of the state defense system. The main purpose of this branch of Armed Forces was to counteract various forms of armed attack on the territory of the state and ensure the viability and efficiency of the country’s functioning under the conditions of strikes of modern weapons and their effects [9, p. 83],
- according to the Deputy Head of the Defense Ministry, Romuald Szeremietiew (1992), currently the Head of the Bureau of Defense Initiatives established at the War Studies University, it is an armed (civic) force prepared to protect and defend life and health of the population and major critical infrastructure facilities against the threats of peace- and wartime. In addition, in the time of peace, its task is to train reserves from the universal conscription [10],
- according to the former Member of Parliament Bronislaw Komorowski, performing this function in 1997-2000, territorial defense should be an important element of the defense system,
- according to the concept of the territorial defense system developed in 1998 – territorial defense was to perform a defensive function, implement HNS tasks in cooperation with operational forces, and cooperate with local governments in rescue and protection and humanitarian operations. In line with the concept, the training of territorial defense troops and reserve soldiers was to absorb around 900 million zlotys annually, and the service period was to last 3 months [10],
- according to Professor Ryszard Jakubczak and Jozef Marczak “in general, territorial defense is a military form of universal defense. It is part of the military system, prepared to conduct the universal defense of the state jointly with the operational forces, non-military defense cells and society” [11, p. 64],
- according to Jozef Marczak and Ryszard Jakubczak, “territorial defense (in the structural sense) is, apart from mobile operational troops, the second common component of the defense structure of the Polish Armed Forces, including territorial command authorities and units of TDF troops prepared

to carry out local defense and protection in permanent areas of responsibility in close cooperation with operational forces, local authorities, rescue services, non-governmental and paramilitary organizations, and society. According to the same authors (in functional sense), territorial defense is a military form of universal protection and national defense prepared and realized on the territorial level within the entire territory of Poland. It concerns protection and defense of the borders of towns and important facilities and areas, including critical infrastructure, carrying out irregular activities on a mass scale in cooperation with operational forces to completely destroy or repress enemy forces in the event of an aggressor's incursion, operational support for the development and operation of own troops and possible strengthening of NATO, as well as immediate and universal military support for the authorities and society in disaster situations, technical catastrophes and other tragedies and needs" [12, p. 73-4];

**2) territorial defense forces:**

- "this is a territorially created part of the armed forces, organized and used to defend on a local and regional scale and functioning in the subordination of territorial command bodies at the operational, regional and local levels. They are units of light infantry and military branches formed based on local material resources and personnel reserves prepared for conducting regular and irregular combat operations in permanent areas of responsibility, as well as humanitarian activities also outside the borders. They can fight independently, support operational troops and provide help to the population as part of evacuation and rescue and order-related (humanitarian) actions" [13, p. 143].

According to the Ministry of National Defense, the main task of soldiers of territorial defense units is to conduct military operations in cooperation with their operational and allied forces. According to the author, these actions will aim at protecting troops during movement and deployment, supporting them in the fight against the opponent, protecting critical infrastructure objects that are important for security and defense of the state, and protecting the population from the effects of fighting measures, including weapons of mass destruction. During peacetime, they are to provide help or support to public administration in the fight against natural and civilization threats. This will mainly concern the assistance to the affected population, including protection of their lives, health, property and the environment. This is to be done in cooperation with forces that are part of the national crisis management, rescue and fire-fighting system, medical rescue, security and public order. They should also cooperate with civil defense formations and non-military organizations to protect cultural property and national heritage [14, 15].

In connection with the above, the most important tasks of each of the listed systems, including the territorial defense of the country, refer to the implementation of new legal, educational, technological and technical solutions. There is also a need to supply them with appropriate human, material and financial resources, as well as tightening cooperation between the elements of each of these systems and their surroundings.

Therefore, all those responsible for general safety should get involved in developing a good plan to fight threats, including particularly the problem of in-depth assessment of the crisis situation in which the society may find itself.

Various conditions will affect the performance of the above tasks in times of peace and war by the Territorial Defense Forces. The most important of them would include professional staff and training of young people and soldiers of the territorial defense reserve. Therefore, the organizers of this type of troops face the necessity to analyze the needs of forces and training measures in relation to the place of creation of subunits and units, the number of soldiers, equipment and weapons, requirements and opportunities.

## **2. Training of the Territorial Defense Force**

The training of the Territorial Defense Force is an essential part of the work that the commanding staff must carry out. Making the proper selection for the positions from the team (section) commander to the brigade commander will have an impact on the preparation of the personal states of units to perform tasks during peace and war.

The problem of preparing soldiers has always been important. It results from the basic importance of the human factor in the armed struggle, and especially from the broadly understood skills of behavior in the modern battlefield. To fulfill this task, one should consider their own system of human resources, including the acquisition of soldiers for various positions (levels of command) and specialties. According to the author, this would take place through:

- defining criteria for selecting candidates for individual positions,
- objectifying evaluation and development processes of officers and non-commissioned officers,
- providing incentives to make professional staff achieve increasingly better results in service.

To meet the needs of TDF troops in the field of acquiring staff for training, one should consider who will:

- determine organizational, personal and material matters as well as the organization of the course,
- be fully responsible for the uniformity of training soldiers on the level of the brigade, battalion and company,
- provide instructions on carrying out combat exercises,
- indicate the goals and methods of soldiers' combat training,
- control the plans of training work in the TDF units,
- be responsible for the education of the subordinate soldiers.

According to the author, the main effort should focus on the selection of staff with the expertise of military didactics and tactics of the TDF troops, i.e., the theory of teaching and learning, the theory of educational programs, training, forms and methods of teaching, and the use of laws and principles of pedagogy and psychology in the training and educational process. Knowledge of these issues will allow for the proper develop-

ment of learning objectives, training documentation, recruitment methods and assessment of the progress in relation to subordinates. And this in turn will make it possible to equip the trainees in the necessary knowledge of the organization and potential of the TDF, the Polish Armed Forces, the general security system of the voivodship, poviats and communes, principles of the operation of this potential and cooperation, ways of performing combat tasks, and construction of equipment and weapons. Moreover, they will acquire and maintain the necessary skills and habits, as well as patriotic and civic values [12, p. 82].

According to the author, principles of tactical operations, which constitute the frame of rational and creative activity of commanders and forces and have been adopted and implemented in each branch of Armed Forces for a long time, should constitute the basis for the creation of organizational structures, equipment of the TDF units and the development of the training system. Up to the present time, the principles mentioned above include the aim of the activity, constant combat readiness, combat capabilities, concentration of effort to cover the main critical infrastructure facilities, cooperation, active measures and their continuity, surprise, fast and timely maneuver, combat stamina of subunits, versatile security of operations, and taking account of the moral-political and psychological factor.

Among the principles mentioned above, the determination of combat capabilities of subunits, i.e., reconnaissance and support, fire capabilities, displacement, and deployment, is of great importance. They will indicate which subunits should be included in the structures of TDF units, what they should be equipped with, and thus what training system should be adopted. Reconnaissance and support are carried out through observation, wiretapping and patrolling, i.e., detection, identification, tracking movements of own and enemy forces in all terrain and atmospheric conditions, both during the day and at night. It is continually being conducted – before the fight, during the battle and after it has ended. Performing this task by appropriately trained soldiers (observers) will enable the commander to obtain current information needed to make the right decision and plan the operation at a convenient time and place [See more: 16]. Wiretapping and patrolling are essential elements of the diagnosis since they increase the effectiveness and scope of direct observation. They allow for a relatively quick search of specific areas and detection and recognition of enemy objects and ambushes that can be arranged on the paths of movement. The training level of the soldiers of the team, platoon, as well as their knowledge of the principles of observation, patrols, insurance and the use of equipment for this purpose will decide on the reality of conducting the reconnaissance and support.

In addition to reconnaissance and support, the fire capabilities of their own subunit and the enemy will be of decisive significance for the organization of TDF subunit structures, their equipment and the adoption of the training system. The above depends mainly on the qualitative and quantitative parameters, i.e., those factors that affect the results of the fight and have a direct impact on the enemy. The first ones concern the level of training, completing subunits with weapons, its tactical and technical characteristics, the degree of combat readiness, discipline, ability to use the com-

bat environment, and maneuvering of subunits. The others comprise those factors that destroy the enemy's power directly using specific ammunition, for example, small arms, anti-tank weapons or anti-aircraft weapons. A very important element on the battlefield is the combination of fire capabilities with the movement of the troops, i.e. the execution of the shift, regrouping and execution of the maneuver with a subunit to specific directions, objects or areas, which also requires equipment and proper training to operate and use it in the field [17, p. 32-58].

Based on the analysis and evaluation of the above combat capabilities, it can be stated that the organizational structure, equipment and training of the personnel will be the fundamental factors affecting the task performance in tactical operations of the TDF units, and thus their impact force.

After having the structures and specific combat capabilities of subunits developed, the procedure of the creation of general regulations, instructions on weapons and programs can be initiated:

- general regulations regarding the internal service, drill, and physical training,
- instructions about weapons with regard to infantry, anti-aircraft artillery and tanks. It is on their basis that instructions covering various areas of military life, especially training, weapons, shooting, fighting and others, should be developed,
- instructions for training soldiers of companies, platoons and squads that are in the organizational structures of battalions, including: candidates for non-commissioned officers, commanders of teams (instructors), infantry corporals, specialists (such as cooks). They should contain the main goals and tasks of the training and organizing the training and educational work, the division of the teaching material and the range of choice of methods and means for the training,
- instructions about weapons such as rifles and carabiners, machine guns, pistols, mortars, grenade launchers, anti-tank and anti-aircraft missiles launchers, and cannons. They should include guiding principles, teaching guidelines, tactical and technical data, constructions of weapons, the order of assembling weapons, the cleaning method, and types of ammunition,
- shooting instructions, depending on the type of weapons and targets for destruction, which should familiarize soldiers with the methods of taking firing position and occupying firing positions by artillery and missile launchers, as well as make soldiers acquainted with the rules of firing at points of targets, infantry, armor plates and aviation,
- shooting programs containing the types of firing and the number of rifles and artillery ammunition and missiles for anti-tank and anti-aircraft launchers assigned to them, the distances to targets, the methods of carrying out shooting training, and the number of hits required to pass the shooting test.

The next task would be to start learning how to use these weapons in a tactical operation. For this purpose, combat regulations will be helpful in the training of soldiers. They will form the basis for organizing company and battalion exercises and, during the war, fight against the enemy.

The preparation of training documentation will depend on a well-prepared staff, especially those who are involved in didactics, i.e. dealing with teaching and learning processes of soldiers on subsequent levels of these processes. They should be able to answer the following questions: what to teach, how to teach in the new conditions of forming the TDF, especially in the newly introduced changes in the tactics and technique of combat operations, what specialist and military subjects to introduce and how to implement them to satisfy the TDF's needs, as well as how much time to devote to theory and how much to practical classes. For some conscripts (non-commissioned officers and private reservists) the training will be aimed at recalling, consolidating and supplementing information in the field of military structures and fighting methods, as well as familiarization with new equipment and weapons. While for others who have not had contact with the Armed Forces and who want to serve in the TDF the training will start from the beginning. Hence the conclusion that there will be more than one educational program and they will be diametrically different from those that are currently applicable in the operational forces. Furthermore, the preparation of privates who are candidates for future instructors and team leaders ought to be considered. Such training should take place on separate instructor courses, based on the operational troops. Similarly – the training of gunmen, mortars, anti-aircraft guns, and anti-tank guns will take place at the TDF units' demand.

In addition to human resources, equipment and armaments, training documentation, the didactic base, which is part of the military and civilian material infrastructure, and the social environment from which future soldiers will be recruited will have a major impact on the training and educational system. In addition to the training for the soldier's trade, both conditions will largely influence the achievement of education objectives. A didactic base usually consists of a field base, which includes training grounds, tactical belts, and shooting ranges, and a cabinet base, i.e., rooms arranged according to the requirements of educational programs. The two basic determinants mentioned below set the conditions under which the didactic base fulfills its functions [18, p. 138]:

- the material state of this base expressed by the number of existing rooms and teaching facilities, as well as their quality,
- rationality of its use, and above all the ability to use illustrative and functional values.

It should be remembered that not only the didactic base but also the social-living, cultural-recreational and technical base decide about the effectiveness of the learning process. In specified bases, the military life beginning from the subunit through training to noon hours, rest after classes and preparing for the next classes will go on.

### **3. Training of the personnel in the Territorial Defense Force units**

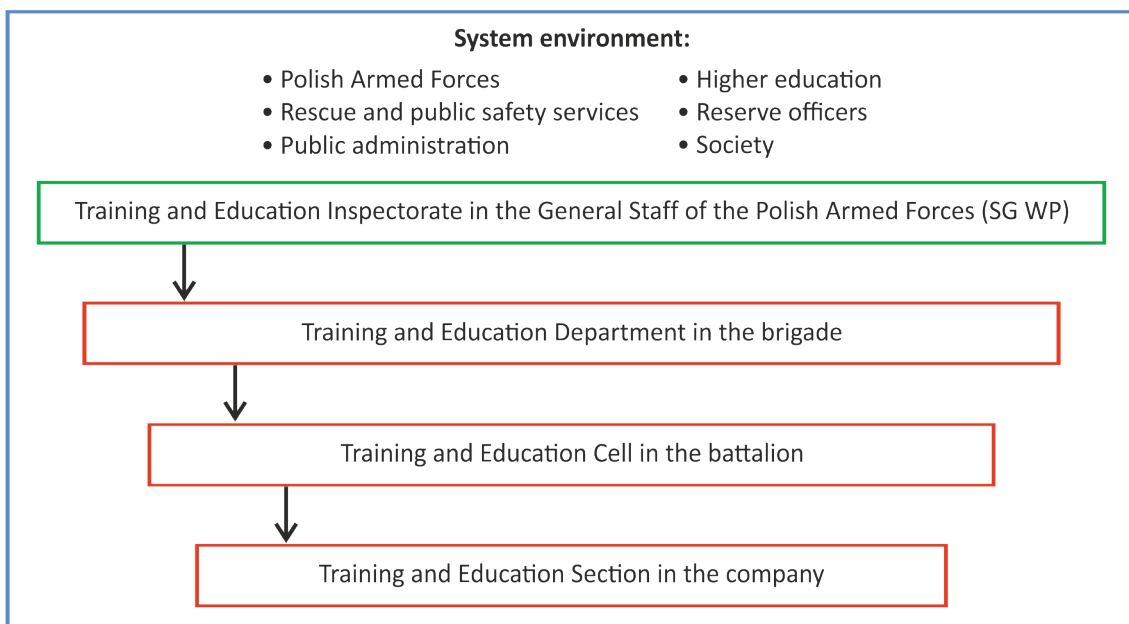
Acquiring the general and specialist knowledge and skills related to the construction and use of combat capabilities of weapons and technical equipment, designing self-improvement habits, and gaining high physical fitness are closely related to education, understood as the sum of interactions, as a result of which the soldier will want to dis-



charge his/her responsibility towards the state and the nation in situations that threaten his/her life and health [19, p. 353].

The changes in society and the Armed Forces since 1990 have led to a new approach to raising the level of humanistic knowledge and intellectual development so that the soldiers better understand the world around them, perform their duties, find deeper motivation and greater satisfaction from serving. Therefore, it is necessary to make the soldiers aware of the basic principle that in order to be able to win, one must demonstrate discipline, bravery, perseverance, self-confidence, dedication, initiative and friendship. Instilling them will require the staff to properly approach people who will put on military uniforms. Most of them will come from middle-class families, where getting a job and thus financial means has led to the desire to join the army. What is more, the previous conditions in which they lived could have reflected on their mental and physical health, upbringing, and at the same time shaped their low social, including national, consciousness. The above factors will have an impact on the total assessment of the value of the year of the pre-conscripts and the completed training.

In order for the assessment to be as high as possible, a training and education system should be created, consisting of the Training and Education Inspectorate in the General Staff of the Polish Armed Forces (SG WP), in the brigades – the Training and Education Department, which should create in its structures a training and educational service including the following links: a decision, planning and executive body, and the subject of influence – in this case, a TDF company (Fig. 1).

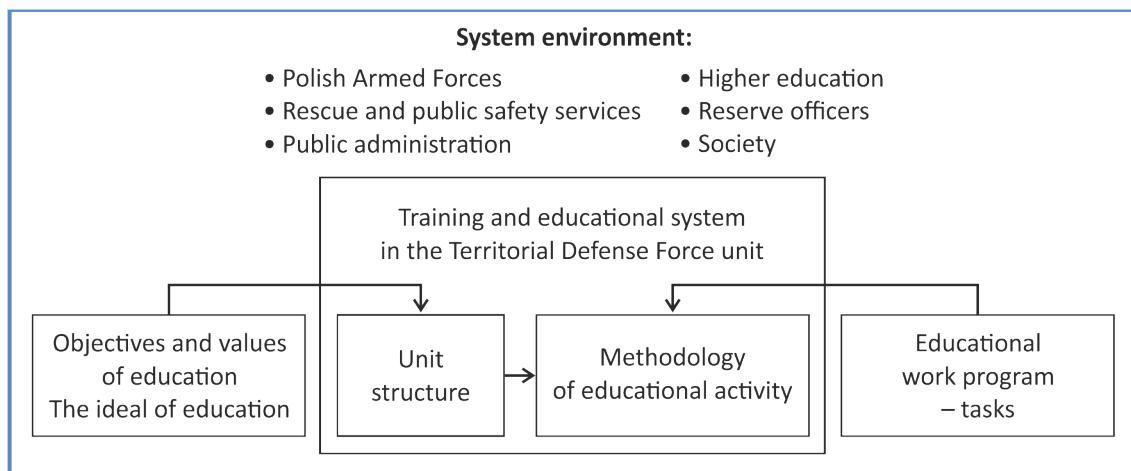


**Fig. 1.** Training and educational system in the Territorial Defense Force  
*Source: Own elaboration.*

Given the already known documents, an attempt could be made to put the following tasks to the educational corps (social communication corps) [20-25]:

- preservation of national and Polish arms traditions, which testify to the historical continuity of the state, among soldiers,
- establishing ties with the society and civil-military pastoral care,
- caring for the authority and increasing the nation’s confidence in the Armed Forces,
- consolidation in the soldiers’ awareness of the ideals and principles of functioning of the state governed by the rule of law and attachment to sovereignty, democracy and personal freedom,
- conducting cohesive cultural, pro-ecological and health activities.

The above-mentioned tasks should be implemented through proper development of objectives and models of upbringing, methodology of educational activity of soldiers and the educational program of the branch (Fig. 2).



**Fig. 2.** Training and educational system in the Territorial Defense Force unit  
*Source: Own elaboration.*

Well-designed goals will guide pedagogical work in the Armed Forces, giving it a historical, present and futuristic character corresponding to the level of social development and soldier’s expectations. When fulfilling the goals of education, the attitude of the soldier-defender-citizen to his/her homeland, family, society and state authorities should be strongly emphasized. According to the author, this factor will constitute the most powerful strength of the TDF in the moments of the most difficult trial and sacrifice in combat operations. The implementation of the main objective should materialize through the achievement of specific objectives, i.e. explaining the following terms to the personnel of the TDF units:

- war – its causes and effects,
- loss of independence and sovereignty of the state,
- military service and dedication to the homeland and nation,
- training, moral power, discipline and the will to win,
- cooperation between the Armed Forces and society for education for safety.

The above-mentioned goals should be implemented on grounds of a separate document called "Educational Program" containing the following areas: patriotic-civic, military, moral, aesthetic and physical education. They would be implemented in the form of theoretical classes and the form of extra-curricular work, carried out during a three-year military training. The educational process should be based on the scientific foundations of the achievements of pedagogy, psychology and sociology.

Achieving these objectives will require the development of new personality traits of an educator and a student, goals, content, principles, methods and educational measures, which should be adapted to today's conditions of service in the TDF. These elements should form the basis of the educational process and be closely related to each other.

As was already mentioned, the staff of all levels of command and their surroundings will be educate future TDF soldiers. In order to conduct lectures, readings, stories and discussions used in the program educational process, professionals will need to have appropriate knowledge allowing for proper organization and effective implementation of learning objectives. In the author's conviction, to accomplish this task, apart from professional soldiers (there will very few of them), the academic staff of higher education institutions would have to be employed as part of their teaching hours. A helpful link could be university students of master's studies, especially in the following fields: international relations, national security, history, pedagogy, psychology and sociology [13, p. 335-6]. Moreover, specialists from public administration, especially those working in the security and public order services and reserve officers with extensive knowledge and experience should be employed to fulfill the task. It would be necessary to think carefully about the use of predispositions of the conscripts from the youth and paramilitary organizations, their further development and methods to stimulate their activity in TDF units. The author believes that the demonstrated human potential (a commander, a lecturer, an instructor and a student) should originate from the same milieu, i.e., the province, poviát, commune, city/town in which they live and will serve as soldiers of the Territorial Defense Force.

It follows from the above that one of the most important tasks, apart from combat training, will be education aimed at creating a cohesive, uniform and harmonious subunit, aware of its tasks for the good of service and the state. Citizens-soldiers who understand their place in society, that they are the link between the Territorial Defense Force and the nation, and who are convinced that the collective advantages are based on the understanding that when on and off duty they represent not only themselves, but the subunit and the society to which they belong. The above should command a respect for civic attitudes and personal dignity, service honor not only for the state as an institution, but also for family, friends, neighbors and acquaintances.

## **Conclusions**

The value of the Armed Forces of the Republic of Poland, including the Territorial Defense Force, will be determined by the uniform concept of organization, training and the rules of their use in the war envisaged. The accomplishment of the above-mentioned

tasks is to lead to the unity of all branches of Armed Forces, connected from top to bottom by a community of views of political and military factors on conducting warfare.

Hence, when creating a new type of troops – the Territorial Defense Force, first of all it would be necessary to take into account the distribution of more important objects of the critical infrastructure in terms of state security and defense, material and technical equipment of the Armed Forces, rescue units, civil defense, and the possibilities of self-defense of the society against the dangers of time of peace and war.

Making their proper assessment will contribute to the creation of a body that will not only fight against an enemy, but also cover everything that is the greatest value for the state and its citizens.

Human factor – the highest TDF command should have a certain concept for the time of peace and a program including objectives, methods and measures aimed at maintaining, modifying or changing the existing system of TDF and its military, economic, social and cultural environment. During a war, there should be existing a developed strategy for the use of TDF troops. The commanders in the TDF ought to have relevant personal, diagnostic, decision-making, prognostic, mobilization, communication, control-mediation and negotiation, and leadership abilities. A commander who is open to all people and always has time for those who want to cooperate with him is needed. In addition, he/she is a person possessing knowledge about their region as well as military and social policy. He/She must be a great organizer, enjoying the natural authority, is heard by others and everyone can count on him/her.

An important element in the structure of the TDF troops are conscripts from various social strata, with higher, general and professional education. Equipping them with knowledge and familiarizing with the latest military technique should be the biggest challenge for the authorities. All this will depend on obtaining military and civilian commanders-educators, lecturers and instructors. The appropriate knowledge transfer to the students and the training documentation developed at a high level will depend on them. Civil and military authorities will be responsible for equipping the training, social-living and cultural base of soldiers. Meeting the above conditions will allow for effective implementation of the training and education process in the territorial defense system of the country.

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### **Conflict of interests**

The author declared no conflict of interests.

### **Author contributions**

The author contributed to the interpretation of results and writing of the paper. The author read and approved the final manuscript.

### **Ethical statement**

The research complies with all national and international ethical requirements.

### **ORCID**

Jan Pilzys – The author declared that he has no ORCID ID's

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### Biographical note

**Jan Pilzys** – a graduate of the Officer School of the Air Defense Forces in Koszalin. In 2001 he completed his doctoral studies at the AON in Warsaw at the Military Historical Institute, obtaining a PhD degree in the humanities in the specialty of history. The creator of numerous concepts of education, training and teaching programs. The author of methodical elaborations, guides, scripts, monographs of the Officer School of the Air Defense Forces. Since 2004, he has been an academic teacher at the University of Szczecin. He published *Zarządzanie kryzysowe* (Szczecin 2007), *Leksykon bezpieczeństwa ekonomicznego* (Szczecin 2011), *Planowanie w zarządzaniu kryzysowym* (Szczecin 2012), *Departament Piechoty Ministerstwa Spraw Wojskowych w latach 1921-1939* (Szczecin 2012), *Wojska obrony przeciwlotniczej w latach 1918-2013. Zasady działań taktycznych* (Szczecin 2014), *Lacznosc w systemach zarządzania kryzysowego i ratownictwa w Polsce – teoria i praktyka* (Szczecin 2015). He is a co-author of the work *Polityka obronna Polski i jej Siły Zbrojne w latach 1945-1980* (Szczecin 2006). In the years 2004-2017, he published dozens of articles on historical issues, education and national security.

### Praca szkoleniowo-wychowawcza w Wojskach Obrony Terytorialnej

#### STRESZCZENIE

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**SŁOWA KLUCZOWE** bezpieczeństwo, zagrożenia, obrona terytorialna, szkolenie

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