

FERENC PETRUSKA¹**Legal Background of the Hungarian Military Reconversion****A magyar katonai humán rekonverzió jogi háttere****Abstract**

Individual, but especially massive discharge from military is never just a military problem and the lack of regulation is extremely unfavourable (eg consumption, purchasing power, unemployment and crime) to the whole society. Individualized civilian adaptation and resettlement problems like existential downturn, losing social status and housing, personal conflicts with relatives, and require institutionalized and organised human reconversion system. Soldiers have volunteered for the dangerous duty of preparing for and waging war from other members of society can live their lives in a free and safe environment. They have risked their lives for the security of their country. They have acquired the knowledge, skills and typical organizational culture that fundamentally differ from civilians' skills. To prevent social conflicts and acquire civilian skills as well every state needs a broad set of tools of institutionalized human reconversion and resettlement. Particularly important is the issue during application of volunteering forces when disarmament befalls at relatively young age and ex-service personnel and veterans are usually not expected to be reemployed by their previous employer. The author outlines the history of massive discharge from military in brief and domestic regulation of reconversion, defines its concept, and finally summarizes the necessary pillars of successful human reconversion.

Kulcsszavak: rekonverzió, átjárhatóság, továbbfoglalkoztatás

Absztrakt

Az egyéni, de különösen a tömeges kiválás a hadseregből sohasem csupán a hadsereg problémája, hiszen annak szabályozatlansága a teljes társadalom

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számára rendkívül előnytelen (pl. közbiztonság és vásárlóerő romolhat, a munkanélküliség és bűnözés növekedhet). Az egyéni civil adaptációs problémák, egzisztenciális lecsúszások, deklasszáció, a hozzátartozókkal, szűkebb és tágabb környezettel való személyes konfliktusok megelőzése érdekében intézményesített humán rekonverzióra van szükség. A katonák, akik a társadalom más tagjaitól még az állam előtti időkben átvették a háborúkra való felkészülés és azok megvívásának veszélyes kötelességét, áldozatot vállalnak hazájuk biztonságáért, amely során tudást, jártasságot és széleskörűen ismert, sajátos szervezeti kultúrát sajátítottak el, amelyek alapjaiban térnek el a polgáriaktól. Ezek adaptációs nehézségei és a társadalmi konfliktusok megelőzése, a civil társadalomban hasznosítható képességek és készségek elsajátítása érdekében az államnak széleskörű eszközrendszerrel – intézményesített rekonverziós eszköztárral – kell rendelkeznie. Különösen fontossá válik a kérdés az önkéntes haderők esetében, ahol a személyi állomány döntő többsége viszonylag fiatalon leszerel és a sorállománnyal ellentétben nem várja vissza a bevonulás előtti munkaadója. A szerző röviden felvázolja a kiléptetés, valamint a rekonverzió nemzeti szabályozásának történetét, definiálja fogalmát, valamint összegezi a hazai rekonverzió jogszabályi háttérét és annak pilléreit.

Key words: reconversion, resettlement, continued employment

THE CONCEPT OF RECONVERSION

The concept of reconversion was invented by French anthropologist, philosopher, sociologist Pierre Bourdieu² in the 70's. It has been widely used in human politics ever since, but in a different sense. At that time, the French social elite turned to education instead of the social status and material of the family, and higher education became the means of transmitting the elite position. The change of strategy, however, triggered the valuation of school titles and forced the whole spectrum of society to acquire higher and more mature qualifications. Education, including intellectual capital imported through higher education, makes it possible to utilize family and personal relationships more efficiently, thus making much better use of social capital. The development of personal relationships and the acquisition of intellectual capital (eg university studies) is an economic capital that can later be redeemed, that is, reconvertible economic capital. This means that money and time investing can make relationships and qualifications gained into higher incomes. The expression reconversion is used by organizations of military character³ used to reconsider the terminology used in human resource management, which, unlike Bourdieu, is primarily

² French sociologist, philosopher, anthropologist, and public intellectual

³ The concept of organisations of military character developed by first lieutenant Ádám Farkas and is widely applied nowadays by many other researchers.

used not to redistribute material resources and to redeem more income but to apply soldiers for peaceful recruitment in civilian life. After the Hungarian political transition the concept of human reconversion of soldiers was applied by human resource management in the context of massive reductions of manpower and setting up a volunteer military, but human reconversion was closely related to infrastructure, economic and political changes. The expression of reconversion is about the reintegration of members of the military into civil society (resettlement), trying to find a suitable job for them in civilian life which matches their qualifications and experience. Reconversion is not a single and simple action, it is a complex process that includes psychological, training, legal and financial elements as well. Reconversion can also mean, in a broad sense, the conversion of soldiers in national armies into any other employment status. Accordingly, I interpret reconversion in broad sense as a legal relationship between the decommissioned soldiers and his or her state, municipal or private employers. Reconversion in narrow sense means the preparing service members from national armies into a private employer, to a private employment, typically work relation. Every society demands uncompromising loyalty, exemplary lifestyle, unconditional obedience and willingness to submit, courageousness, high level of readiness and discipline from their own soldiers. It is essential that the professional force should gain a social rank and prestige.

DIRECT ANTECEDENTS AND REASONS OF CURRENT REGULATION

After the democratic transition of Hungary (1989) the Hungarian People's Army of 155,000 had to react to social changes, but the halving of the army by 1995 was completely unregulated and spontaneous process which was executed in a completely unplanned way. There were human organizational measures and organisations of resettlement service, defence ministry instructions, human strategies, but always on a case-by-case basis and not in an institutionalized form. In this period the Hungarian Defence Forces did not have any official human resources policy instruction supporting the integration and resettlement of ex-service personnel into civilian society. Furthermore it was a problem that the older ex-service personnel have opted for, whenever it was possible, early retirement instead of starting a second career in private sector. Fortunately, by the democratic change of Hungary, private enterprises have mostly employed young and middle-aged veterans.

The *first milestone of regulation of human reconversion* after the democratic change of Hungary was the Act IV of 1991 on the promotion of employment and the provision of unemployed. This act has made a number of modifications and has continued to help and to promote employment to prevent unemployment and mitigate adverse consequences for the benefit of the Government, local governments, employers and employees. What specific help does this Act offer to any unemployed? The public employment agencies promoted job search, job access, access to the right workforce and job retention with labour market services. This includes labour market training, earnings supplementation, training support, recruitment allowance. This Act is not only aimed at the elimination of unemployment, but it

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also regulates the promotion of labour enlargement, jobseekers' becoming entrepreneurs, support for job creation and preservation, and support for labour market programs. It is important to point out that this Act is aimed at the entire Hungarian labour market and only marginally at the Hungarian Defence Forces⁴.

The *second human reconversion milestone* was the Act XLIII of 1996 on the Service of Professional Members of Armed Forces. It was in force from 6 July 1996 to 31 December 2001 for soldiers. Among the antecedents of this Act was that in the mid-1990s another 20,000 soldiers were forced to resign from the uniform. This Act passed a breakthrough that provided interoperability for the execution of the sentence, police and then the border guard. Pursuant to sections 60(1)-(2) this Act states that "in the case of a member of a professional staff, under the conditions specified by the ministers concerned, he or she may be transferred to another armed service by keeping his or her rank" and in this case "the service status of the relocated member of the professional staff shall be regarded as continuous". According to the Act, veterans could be recruited again to a professional staff up to the age of 45 if their service was terminated because of collective redundancy or reorganization. With this not only the takeover, but after the selection there was also the legally guaranteed of "regrouping" the uniform. The efficiency of this Act was improved by the fact that the staffs of the Hungarian Defence Ministry was in constant contact with labour centres and organisations of resettlement service directed the desolators to the competent county labour centre and learned to handle the massive reduction of manpower. The so called employment centres improved further the labour market positions of ex-service personnel looking for employment.

By the turn of the millennium, the number of soldiers of Hungarian Defence Forces decreased again by 23,000. An order of HM Deputy Assistant Secretary of State for Human Resources was the legal response *as third milestone of human reconversion*. An order of the defence minister created a legal basis for cash and in kind grants for those who left the Hungarian Defence Forces without fault. The granting of cash benefits consisted of one-off social allowance, retirement home social assistance, self-funding of tenders, and support for community programs. In kind, support is provided for prevention, insurance, supplemental uniforms, occupational training, and reintegration grants. From a reconversion point of view, the significance of the latter is remarkable. In supporting the promotion of occupational training, the Hungarian Defence Forces partly took over the cost of training organized by the so called Public Employment Service. The reintegration support meant the partial reimbursement of reintegration training up to HUF 100,000.

Due to the undisputed priority of *joining NATO* the emphasis was put on aiming a lower number of active soldiers, healthy stock ratios, interoperability, fundable and efficient army rather than reconversion. However, during this period, some significance of reconversion

⁴ Act CXIII of 2011 on Hungarian Defence Forces and the measures to be introduced in the special legal order

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was given by the fact that the Hungarian Defence Forces were able to satisfy the quality of human resources without neglecting the social reintegration of later and decommissioning personnel. On the other hand, on January 1, 2002 the Act XCV of 2001 on the status of professional and contracted soldiers of Hungarian Defence Forces entered into force. This Act entered into force the so-called “upward or outward” career principle, so it was possible to plan and reintegrate ex-soldiers. To this order of the Defence Minister Decree no. 40/2000 (HK 14)⁵ has already mandated the establishment of working groups at the General Staff, which were responsible for making analyzes and suggestions. A major breakthrough until 2010 in the area of reconversion did not happen due to the scarcity of financial resources of the Hungarian Defence Forces and the lack of higher legal regulation.

RECONVERSION ADOPTED BY TO THE HUMAN RESOURCES STRATEGY 2012-2021 OF HUNGARIAN DEFENCE FORCES

According to the currently legally effective Human Strategy of the Hungarian Defence Forces, the human resources management of the Hungarian Defence Forces must include recruiting, conscious preparation and retention during military service, support for leaving the service as well⁶. The organizational support system for labour market reintegration needs to be coordinated by organizational and individual goals, predictably, reliably, comprehensively and well. The return of any excellent soldier from the organization to the civilian labour market or the crossing of the other civil service must be carried out in advance and with support.

Support for resettlement and reintegration with regard to professional staff is an important element of moving to other civil service (civil service status in the Ministry of Defence and outside the ministry as well) and providing additional employment, with the use of warranty controls.

In order to move to another public service career, support is provided in the form of training (resettlement support programmes), retraining and training for the National University of Public Service to be set up prior to the removal from the active military service.

A system supporting the reconversion of manpower and making successful transition military life to civilian life should be set up with a gradual focus on public care for further employment with regard to service time, age and rank.

In view of the special features of the professional service, in the context of the transformation of the retirement pension system, employment until the retirement age under social security rules and the transition to other public service life and the further employment are reflected in the following model.

1. For a minimum of the rank of captain or the rank of sergeant who leaves military ser-

⁵ Defence Minister Decree no. 40/2000 (HK 14) on the tasks related to the design and implementation of the transformation of the Hungarian Defence Forces in the long-term period 2000-2010

⁶ Government Decree no. 290/2011. (XII.22.) on execution of Act CXIII of 2011 on Hungarian Defence Forces and the measures to be introduced in the special legal order

vice for non-medical, non-psychological or non-physical reasons (personnel discharged on medical ground), for the purpose of further employment in the other public service becomes part of the special "labour mediation". For a period of time, including the time of dismissal, with the exemption from the obligation to perform the service for that period, there is an obligation to offer employment and a further employment guarantee;

2. Any soldier after a period of 25 years of actual service, the dismissal is unforeseeable for a medical, psychological or physical reason (personnel discharged on medical ground) and it is not possible to continue to serve Hungarian Defence Forces under other public service obligations or in other areas of the public service for a specified period of time is entitled to a grant;

3. The possibility of employment in Hungarian Defence Forces within the framework of a professional service during retirement age can be ensured by placing a "pre-retirement position" or "facilitated service";

4. Special care shall be provided in the context of service provision, in the case of a soldier who is injured or ill and is therefore unable to serve (veteran program).

A soldier with a fixed effective length of service must be provided with the option of pre-retiring before retirement if the retirement age will be reached within five years. It is only for emergencies and preventive protection status or emergency status that is available for service and is not entitled to leave.

A facilitated service should be provided for soldiers having served at least 15 years, while at the age of 52 years the possibility of further employment in the form of "facilitated services" will be offered. Facilitated service means primarily the definition of a lower physical requirement level resulting facilitated service status.

TRANSITION SUPPORT FOR REINTEGRATION TO LABOUR MARKET

In order to facilitate the integration of ex-service personnel and public servants of Hungarian Defence Forces to the labour market public reintegration and resettlement services facilitate the access to the labour market and apply other forms of support for the labour market transition and reintegration. In relation to the granting of these the central organisations of human resources and resettlement services of Hungarian Defence Forces apply:

1. supporting labour market transition, reintegration, supervision of performance of professional tasks and
2. carrying out professional supervision of professional tasks in support of the labour market reintegration to be carried out in the task system of the HR service, as part of the integrated human resources system of the Human Services of Hungarian Defence Forces, as well as the preparation of professional stockpiles and continuous professional consultation.

In relation to the granting of aid, the Human Services of Hungarian Defence Forces are:

1. to organize and coordinate programs and services guided by the Central Human Resources Authority of the Hungarian Defence Forces on the level of regiments and defence organizations,
2. to inform the personnel of the national defence organizations about different labour market processes,
3. to guide programs to support labour market transition and reintegration in the Hungarian Defence Forces,
4. to publicize the tenders of the Hungarian Social Policy Public Foundation and the services provided by the public employment services, and
5. to ensure continuous provision of consultation at a local level and to solve human-related problems during the preparation of labour market transition and reintegration.

Organisation of resettlement service and human resources authority of each regiment and defence organization shall inform their personnel concerned of the entitlement to the defined benefits during a personal interview within the framework of their professional duties relating to the termination of service. For contracted soldiers, information in the context of a personal conversation must be accomplished 6 months before the expiry of their contracts.

ATTENDANCE OF HEALTH IMPAIRMENT DURING MILITARY SERVICE

As part of the military career and as a part of the military defence system as well, the system of so called attendance of health impairment during military service was entered into force on 1 January 2017. The purpose of the new attendance form is to ensure the financial support of professional and contractual soldiers (service personnel) who are unfit for health care, in particular through the continued employment of the person concerned, by guaranteeing 65-100% of their previous income and by establishing an appropriate financial support⁷. However, if a soldier is unable to continue his or her service because of his or her state of health, he or she may become entitled to a health impairment allowance without further employment on the basis of a defence ministerial discharge⁸.

Health impairment during military service is due to illness or illnesses in connection with military service and illness, accidents (except for "extreme sports") and resulting life situation in connection with non-service obligations (discharging on medical ground).

There are two forms of attendance of health impairment during military service: the compensation for damage of health at service (in case of further employment) and the so called health-care allowance without further employment.

⁷ Defence Ministry Decree no. 15/2015. (IV. 30.) on certain procedural rules relating to remuneration and remuneration

⁸ Defence Ministry Decree no. 12/2013. (VIII.15.) on individual cash, in kind and social benefits

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Healthcare provision guarantees a certain level of income for service personnel concerned. The obligation of the Hungarian Defence Forces is to continue to engage its personnel. In this case, a possible disadvantage of income will be determined by supplementing defence health damage.

For further employment in the National Defence Forces, every soldier should be offered another post of service or a civilian job. By the absence of such a job or post, the possibility of further employment should be created. In case of a civilian job, further employment can take place in public service, government service or as a simple employee. In the course of further employment, efforts should be made to offer a job appropriate to the qualifications and qualifications of ex-service personnel. If health impairment of concerned soldier reaches 50%, by the request of the person concerned and for the submission of the Chief of General Staff, he or she may be waived by the resignation of the defence minister for further employment. In this case a health impairment allowance will be established. However, those who have a post employment obligation but do not accept the assignment offered are not entitled to obtain eligibility for care and will be discharged.

A professional or contracted soldier may be entitled to a health impairment benefit who becomes unfit for military service or service duties for health reasons and is incapable of service obligations and has at least 10 years of actual professional or contractual service status. In this case, the health-care benefit rate in this case increases from 65% to 80% for a one-month absentee fee (regular salary without ad hoc allowances) to the date on which the health incapacity is established. If, as a consequence of an accident or illness in connection with service obligations, the soldier is entitled to healthcare compensation irrespective of the length of service and the degree of health damage, the amount of 100% of absentee fee.

The purpose of health-care benefits is to ensure a guaranteed financial level, and when applicable to determine the amount of the accident benefit and rehabilitation benefit or disability benefit established and paid. The difference between the amount set out above and the new salary in the new post of service or civil service for the purpose of health care allowance (supplementary allowance or annuity) shall be established and paid.

The duration of entitlement to health care allowance runs until the deadline for the forthcoming health impairment review, at each review if the underlying health impairment extends until retirement age. The review shall be executed at least every 5 years.

RECONVERSION AND RESETTLEMENT DUTY OF HUNGARIAN DEFENCE FORCES SOCIAL POLICY PUBLIC FOUNDATION

The Hungarian Defence Forces Social Policy Public Foundation assists in supporting for ex-service personnel, carries out the public tasks defined in the training and education of discharged and disadvantaged veterans on private labour market to help their transition, employment and provision of related services. The foundation helps professional and contractual soldiers, government officials, public servants of the Hungarian Defence Forces as

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well in connection with redundancies, reorganization, medical incompetence or career development.

The foundation has been continuously supported and assisted by the provincial (capital) military commands, the competent organs of the Ministry Of Defence, the headquarters of the organizations of Hungarian Defence Forces and their social committees, the armed forces' representative bodies and retired clubs as well.

The board of trustees of the foundation has continuously adapted the conditions of social assistance and training support to changing circumstances, using studies, surveys and analyses of soldiers, living conditions and social situation of those who are in the care field. The requirements for access to financial support and their changes have been reported to the Hungarian Defence Forces and to the press.

Due to Article 16 (1) of the competent Decree⁹, a financial contribution may be granted to any professional soldier on the basis of reintegration into the labour market. Contribution may be granted if his or her military service is terminated due to mass manpower reductions, organizational transformation, medical invalidity for military service or reasons related to the career path. In addition any training offered or accepted by the Public Employment Service or included in National Qualifications Register or any official one-year course outside Hungarian education system is intended to improve the position of ex-service personnel on labour market.

Consent may be granted to any contracted soldier who served at least 4 years and his or her service terminates after the expiry of the period specified in the contract, provided that in the month preceding the expiration of his employment contract the public employment agency has approved or not enrolled in the National Qualifications Register or for a period of one year beyond the school system, and on the basis of an application, a financial contribution may be granted to any soldier and to a public employee on the basis of a grant. The amount of this subsidy can not exceed 250% of the billing base and is paid by the Public Foundation as stated in its tender.

In order to facilitate the integration of the ex-service personnel of the Hungarian Defence Forces into the labour market, a professional soldier firstly may apply for re-training and further training, whose service is terminated due to a reduction in the number of employees, organizational transformation or on medical ground related to military service or reasons related to the promotion system. Secondly, a government official is entitled to apply who is a public employee of a Labour Code subject to a legal relationship with a staff reduction, organizational transformation or medical unsuitability may apply. Thirdly, a contracted soldier entitled to apply who has at least four years' service status and has a service relationship expired after the expiry of the period specified in the contract or a medical service incompatibility related to military service.

⁹ Defence Ministry Decree no. 12/2013. (VIII.15.) Section 16 on individual cash, in kind and social benefits

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In addition, who wishes to participate in a training course offered or accepted by a public employment agency in order to improve the labour market transition and situation, as well as accredited by the National Qualifications Register or official.

As a summary, the Hungarian Defence Forces Social Policy Public Foundation can provide assistance to ex-service personnel. Unfortunately, the number of beneficiaries is low and the amount of training aid is not too much.

ZOLTÁN MAGYARY PUBLIC ADMINISTRATION DEVELOPMENT PROGRAM

Zoltán Magyar Public Administration Development Program interprets the concept of staff comprehensively, including both government officials in strict sense of public administration, soldiers and police (armed or other professional service personnel). In addition, the term "staff" includes anyone who, in the course of any legal relationship, carries out work on a regular basis and personally for public administration. The reason for this is that the principle of a strong state is best served if the development of the life paths on the basis of common public law is based on common principles and values. This can be the basis for the unified elaboration of so called life paths that fit each other. This way the interoperability and transition becomes realistic in the entire system of public administration of Hungary.¹⁰

RESERVE HOLDINGS OF CIVIL SERVANTS

According to the Hungarian Government's decision, the new system of reserves was also elaborated in order to reorganize the Hungarian public service expanding career possibilities and coordinate the civil service life spans.

Public and government officials who had served their total service time have taken place in the reserve system established in 1998. The purpose of the reserve system is to find a new job within the public administration for civil servants exempted in the statutory cases. By 1 September 2012 the system has been extended to professional and military service personnel by amending the relevant statutory laws and regulations¹¹. From 1 September 2012 further progress was made towards effective human resource management and public administrations to centralize the vacant official posts via the Reserve System Information System (so called TARTINFO System). In this way, a special "labour mediation" system of the public service has been set up, which is centred in the centre of the Public Service Development and Strategic Department, Department of Personnel Development and Service, which took place in the headquarters of the Ministry of Interior.

A model of life-style based on common principles and values sets out life path elements, from entry to career closure, creating the possibility of multidirectional mobility and

¹⁰ Zoltán Magyar Public Administration Development Program (MP12.0)

¹¹ Government Decree no. 45/2012. (III. 20.) Korm. rendelet on civil servants' personal files, personal files of employees in administrative bodies and labour registers, basic civil service records and statistics on public service statistics and on certain rules concerning the reserve stock

transition between labour sectors. Subsequently, some members of service personnel are also given the opportunity to cross the administrative way of life.

Interoperability and transition are allowed between various public service contracts. This is supported by the TARTINFO System. It is important to point out that mobility is two-way. For example soldiers discharged on medical ground are entitled to join Hungarian public administration. Civil servants with special knowledge, physically and psychologically abilities are also given the opportunity to join Hungarian Defence Forces.

In the case of soldiers, we can see that in their case the law has not been exploited so far, as only a few ex-service personnel have been put in reserve by Hungarian Defence Forces since 2012. In addition Hungarian Defence Forces strive to provide sheltered ex-service personnel with different state companies (Hungarian State Railways, Hungarian Post and several state-owned joint-stock company) under individual agreements.

THE CAREER BRIDGE PROGRAM

Following the successful completion of recent years, from 1 August 2016 again, it is possible to apply tax incentive to implement the Career Bridge program¹².

For the purpose of implementing the Career Bridge Program, a payee who does not qualify as a budgetary institution employing an employment relationship resulting in a tax obligation with a public certificate may be entitled to a tax benefit on the tax due on the employment relationship. The usage of the tax allowance is subject to the condition that concerned person must have an official certificate issued on his or her application at the latest on the day he or she enters work and that he or she transfers the original one to the paying party. The official certificate shall be issued by the public employer on his or her request submitted by concerned person entitled to participate in the Career Bridge Program by 31 August 2017.

In the Career Bridge Program it is immediately to join public service, government service, civil service, the Hungarian Defence Forces, law enforcement agencies, Parliamentary Guard, civilian national security services, the National Tax and Customs Office in a legal relationship with the Hungarian Armed Forces. Personnel may be employed in a contractual relationship, a judicial service or a budgetary organization may participate. By law, government decree, and ministerial decree issued in agreement with the minister responsible for taxation, further conditions may be laid down for participation in the Career Bridge Program and may extend the scope of the right to participate in the law as opposed to those set out.

In the absence of a different provision in the Ministerial Decree with due legal effect has been issued in agreement with the Minister of Public Administration on public employment

¹² Minister of National Economy Decree no. 2/2012. (II. 7.) on a further conditions for participation in the Career Bridge Program and the certification required for the social contribution tax benefit

service. This service shall issue the official certificate at the request of the same customer once and issue a single original to the customer.

The official certificate shall be valid from the date of its issue until the last day of the twelfth month following the month of issue. The public employment service is liable to indicate the commencement date and the last day of its validity on the official certificate.

The amount of the tax allowance is determined by the payer on a monthly basis, calculated as a sum of the individual allowances calculated per month of employment in the month in question for the natural person. The part-allowance is equal to the gross wage, but not more than the double of the minimum wage for the tax period for the period of validity of the official certificate during the period of validity of the official certificate for determining the tax base of 5 percent.

SUMMARY

Even after the Cold War and democratic transition, no state was able to make a perfect human reconversion strategy, organization or system of resettlement service, despite the fact that almost all states made several reconversion and resettlement plans and actions. The transition to the voluntary military system left open many other questions, including the institutionalization of military human resettlement and human reconversion system as well. The human resource management of each army must include recruiting, conscious and planned preparation and retention during service, support for leaving the military service. Reconversion and resettlement is not just a social problem, but recruitment problem as well as the most qualified employee does not join the army unless the post-active future and institutionalized reconversion is guaranteed. In the absence of qualified and committed soldiers there is no professional army either. Therefore, the organizational support system for reintegration and transition to labour market needs to be coordinated by organizational and individual goals, predictably, reliably, comprehensively and also agreed by ex-service personnel.

The scientific result of this article is to show that regulation in force is only applicable by a very comprehensive but adequate organisation of resettlement service. My analysis suggests that the reconversion strategy in the near future should be based on several pillars as:

1. *Housing or real estate*: moving from land to residential property shall be observed. During establishing domestic legislation, it must be kept in mind that social mobility is extremely low in Hungary.

2. *Training, qualification*: the Hungarian Defence Ministry shall fully or partially reimburse the costs of training accredited by Hungarian Defence Forces to provide for the reintegration and transition to civil labour market. If necessary the training shall be recommended to start by the last one to three years of military service.

3. *Guaranteeing interoperability and transition*: this means that ex-service personnel's career shall continue automatically in another public service status. It shall be much more

economical to give a surplus to a veteran who is subjected to military discipline with a willingness to undergo obligations, as to a freshman.

4. *Ensuring entitlements*: as support for self-employment and job search, labour market counselling, job recruitment, job counselling, job search and rehabilitation counselling, as well as psychological counselling as needed.

5. *Ensuring long-term or temporary privileges* that may constitute labour market protection (eg the employer shall not be able to terminate with a written notice until the first year of employment or suspending social security obligations for a year). Privileges should be in balance with the burden on ex-service personnel, otherwise labour market protection will be even a disadvantages.

6. *Provide income*, currently in the form of disbursement aid (contractual soldiers) and severance pay (professional staff), as a one-time allowance. In all cases, their amount should be adjusted to the economic capacity of Hungary and should be followed by inflation.

The main goal is to build up the right level of financial support for ex-service personnel and help them to find a private job really suitable for his or her qualifications and experience, whether in public sector or private sector (appropriate transition). Accordingly, if only the horizontal reference groups are considered, on private labour market ex-officers shall be leaders, ex deputy officers shall be specialists and crew member shall be skilled and trained workers. Successful human reconversion and transition from military life to civilian life therefore means not only finding any job for veterans but also proper job to his or her qualifications and experience. According to international experiences of volunteering recruiting, successful recruiting requires an institutionalized human reconversion system. They risk their lives for the security of their country. It is necessary to acquire civilian skills as well every state needs a broad set of tools of institutionalized reconversion system to avoid civilian adaptation problems of veterans like existential downturn, losing social status, personal conflicts with relatives. It is therefore an important element of their motivation to make life after their military service more meaningful and productive and to reach a better social status.

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