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## PROBLEMATIC ASPECTS OF CAREER DEVELOPMENT POSSIBILITIES IN STATUTORY INSTITUTIONS

**Asta Balčiūnaitienė\***

*Institute of Foreign Languages, Vytautas Magnus University  
Donelaičio str. 58, LT – 44248 Kaunas  
Telephone: +37068724017  
E.mail: a.balciunaitiene@uki.vdu.lt*

**Rūta Adamonienė\*\***

*Mykolas Romeris University Public Security Faculty Department of Humanities  
Putvinskio g. 70, LT-44211 Kaunas  
Telephone: (8~37) 30 36 65  
E.mail: rutadam@mruni.eu*

**Laura Svolkinaitė\*\*\***

*Prevention Subdivision of Public Order Department of Alytus District Police Headquarters  
Jotvingių g. 8, LT-62500 Alytus  
Telephone: (8-608) 99414  
E.mail: laura.svolkinaite@policija.lt*

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**Annotation.** Career is very important in the life of every person. Constant improvement and novelties force us to constantly adapt in today's changing world. In this environment, the development process of person's career continues all life of a person in organization and outside it. Thanks to these goals achievement, career development - learning process is continuous. Career development possibilities depend not only on manager of organization, but on employee's attitude to career as well. Career in statutory institutions differ from career in institutions operating in other fields, since here career processes are strictly regulated by legislation, and the employment order here is also different. Issues of career development possibilities are relatively poorly analysed in statutory institutions in Lithuania, new researches, reflecting career development possibilities, have not been performed. With analysis of legislation and documents in this article as well as by performing a research, it was aimed to determine career development possibilities in statutory institutions. Works of A. Laurinavicius, R. Korsakiene, R. Smaliukiene, A. Valickas, A. Dromantaite, V. Stanisauskiene, A. Urboniene, N. Petkeviciute and other authors as well as normative legislation are analysed in a research. While aiming to determine and reason career development possibilities in a statutory institution, case analysis has been chosen in a research, by questioning officers of Alytus District Police Headquarters as well as by determining factors, influencing career in the above mentioned institution. Sufficiency of legal measures and suitability of the applied management models to qualitative career development in statutory institution have also been determined by a research as well as main career influencing factors have been identified. The main goal of a research is to analyse management and legal problematic aspects of career development possibilities in a statutory institution and to provide a model of career development possibilities in a statutory institution.

**Keywords:** career possibilities, statutory institution, career determining factors.

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## INTRODUCTION

Modern, dynamic, full of new challenges world distinguishes by different changes: cultural, economical and political, conditioning various reforms and reconstructions of job market. The aforementioned changes also conditioned different explanations of career concept. Scientists and researches from different countries explain career concept differently, eg., vocabulary of international words distinguishes two meanings of a word 'career': a) it is a field of activity, eg. officer's, b) fast and successful promotion. These meanings are related to selection of certain, concrete activity and planning of way of life as well as goals achievement.

Different scientists analyse the aforementioned activity from various perspectives, this makes a possibility to form a wide attitude to a concept of career itself. Every person has made appropriate opinion about career and it depends only on them, which ways they will use for achievement of the above mentioned career. Some people consider career achievement and foothold in organization very important, while the others achieve their career just by working beloved work. N. Petkeviciute emphasized that 'career is often related to success. However, when talking about career of a person in an organization, it is understood as development of skills and competence, and success of a person is individual'<sup>1</sup>. Main feature of career success is personal career and performed work satisfaction.

The following two career models are distinguished in literature: *burocratic (organizational)* and *modern (personal, changing) career*. According to N. Petkeviciute, while talking about *personal career*, we can use a definition of D. Hall that 'personal career is understood individually sequence of provisions and behaviours related to work experience and activity in all life time of a person'<sup>2</sup>. According to V. Stanišauskiene, 'modern career should not be identified with profession, since a person, willing to adapt and survive in the constantly changing world, gains even several professions which correspond aspirations and possibilities of certain his life periods'<sup>3</sup>. Personal career is related to work activity of every employee individually, which is influenced by individual valuables, aspirations and behaviour of a person. The second distinguished career model is *organizational career (burocratic)*. A. Valackiene<sup>4</sup> call the above mentioned career model conservative career model. V. Stanisauskiene provided

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<sup>1</sup> Petkevičiūtė, N. *Karjeros valdymas*. Kaunas, 2006.

<sup>2</sup> Petkevičiūtė, N. *Karjeros valdymas*. Kaunas, 2006.

<sup>3</sup> Stanišauskienė, V. Urbonienė, A. *Lyčių studijos ir tyrimai*, 2006, p. 98.

<sup>4</sup> Valackienė, A. *Sociologinis tyrimas*. Kaunas, 2004.

conceptions of personal (modern) career and organizational (bureaucratic) career as well as their essential differences. According to V. Stanisauskiene, „tendency of organizations restructuring from bureaucratic to alternative (modern, flexible or postmodern) provides a possibility to name yesterday career concept as bureaucratic, and call the new one modern<sup>5</sup>. V. Stanisauskiene<sup>6</sup> provides differences of bureaucratic and modern career concept (see *Table 1*).

**Table 1.** Differences of bureaucratic and modern career concept (V. Stanisauskiene)

Career concept analysis criteria	Bureaucratic career conception	Modern career conception
Career model	integral hierarchic structure, consolidated in organization; ‘career steps’	flexible fragmented structure, not consolidated in organization
Career success measure	individual achievements (status, salary, etc.) are compared in certain age with the achievements of other people of the same age	Satisfaction of self-realization, personal freedom, individual attitude to success
Career future	intended, clear, related to organization	hardly predictable, related to competence of a person in respect of the chosen goals
Social (material) safety	stable in a context of clear future progression	relative, depends on many personal and social factors
Set for a person requirements	obedience, ability to perform well ordinary task; specific professional skills are necessary	Innovation, initiative, creativity in undefined work environment; career ‘portfolio’ is necessary. <sup>7</sup>

While explaining the highlighted by careers models valuables, R. Korsakiene and R. Smaliukiene<sup>8</sup> based on D. Hall statements. R. Korsakiene and R. Smaliukiene noted that essential valuables of the aforementioned career models, attitudes and success factors differ. Organizational career model highlighted such valuables as loyalty to organization and possibility to seek for career, and individual career model highlighted a possibility to grow, improve and importance of satisfaction with the performed work.

Profession selection and career development in organization are conditioned by subjective and objective factors (Figure 1). Subjective factors are life circumstances of a concrete person, family life, aim of life, plans and so on. Objective factors are prevailing situation and possibilities to seek for a person the set goal.

Also, the happening at the moment *social changes* influence all fields of life, including career. One of the mentioned by them social changes is globalization. Globalization manifests

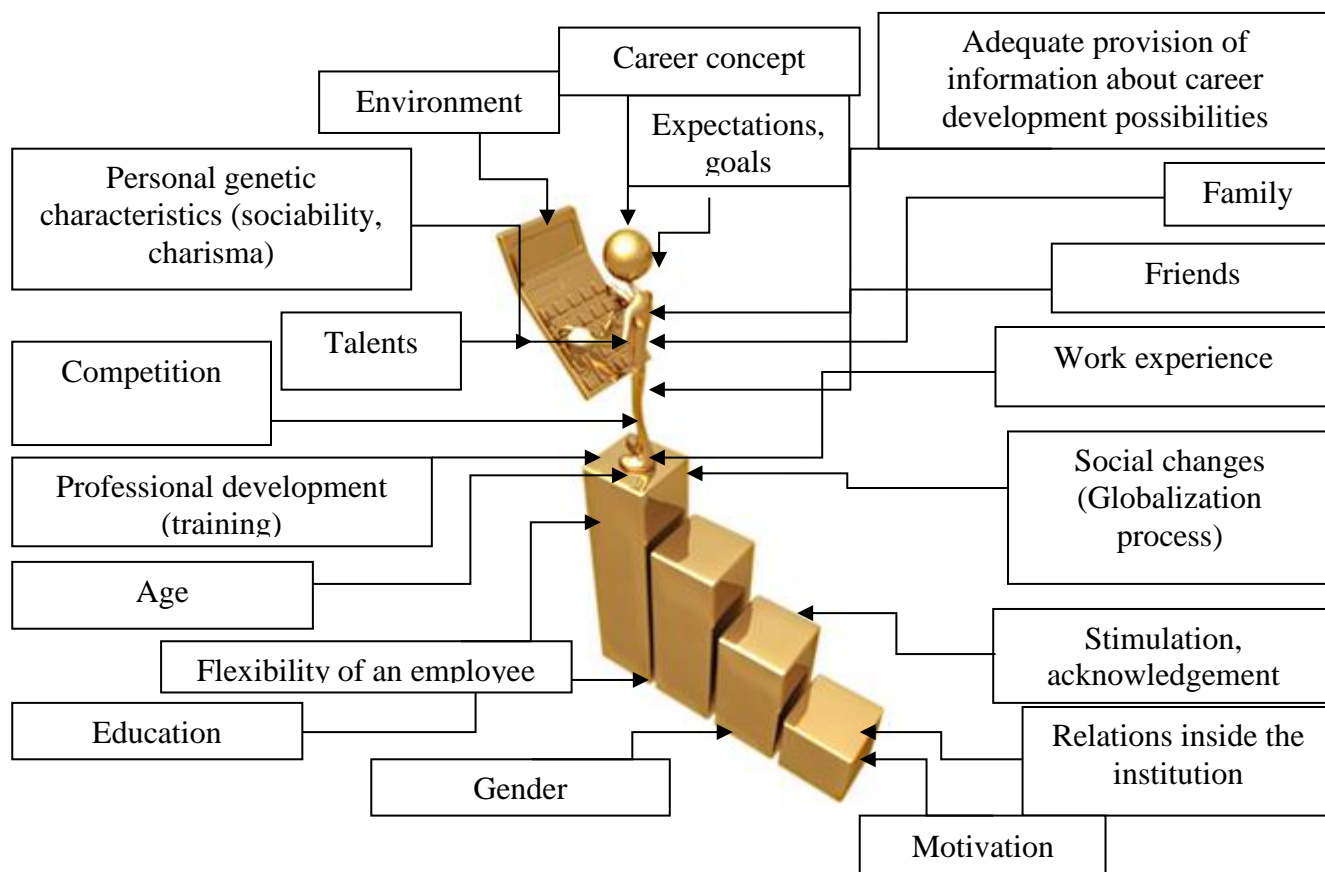
<sup>5</sup> Stanišauskienė, V. Urbonienė, A. *Lyčių studijos ir tyrimai*. 2006, p. 98.

<sup>6</sup> Stanišauskienė, V. Urbonienė, A. *Lyčių studijos ir tyrimai*. 2006, p. 98.

<sup>7</sup> Stanišauskienė, V. Urbonienė, A. *Lyčių studijos ir tyrimai*. 2006, p. 99.

<sup>8</sup> Korsakienė, R. Smaliukienė R. *Šiuolaikinė karjera individo požiūriu: karjeros modeliai, jų sąsajos ir reikšmė. Verslas: teorija ir praktika*. Vilnius, 2013, p. 87.

by movement and totality. The meaning and significance of locality disappear, subjects are not related to certain geographic location, they become mobile. A. Gumuliauskiene<sup>9</sup> provided principles and features, which help to make a successful career. As one of essential, influencing career factors, she indicates significance of globalization.



**Figure 1.** Career influencing factors (Made by authors, on the basis of sources by N. Petkeviciute, A. Dromontaite, A. Valickas, A. Gumuliauskiene)

Today's world is changing and busy, employee, who seeks for career, has to be adapting, flexible and constantly improving. A. Valickas also states in the literature that global, social and economic changes influence personal career and change it. The following main impact tendencies are distinguished<sup>10</sup>: importance of exceptional characteristics of employees; increasing change of labour power; the set requirements to the employee are changing; importance of demand in job market is changing; more individual work possibilities occur; communication in a world net; changes of information technologies; demand of high qualification employees.

<sup>9</sup> Gumuliauskiene, A. *Karjera šiandien ir rytoj*, Šiauliai, 2002.

<sup>10</sup> Valickas, A. ir kt. *Asmeninės karjeros valdymas dėstytojui*. Vilnius, 2014, p. 16-17.

The aforementioned career influencing factors can be divided into organizational career and individual career conditioning factors (table 1).

**Table 1.** Organizational and individual career influencing factors (made by authors on the basis of the analysed sources)

<b>Factors</b>	<b>Organizational career</b>	<b>Individual career</b>
<i>Personal environment</i>	+	+
<i>Career concept</i>		+
<i>Provision and understanding of information about career possibilities</i>	+	+
<i>Family</i>		+
<i>Friends</i>		+
<i>Work experience</i>	+	
<i>Social changes</i>		+
<i>Stimulation</i>	+	
<i>Relations inside the organization</i>	+	
<i>Motivation</i>	+	+
<i>Gender</i>	+	+
<i>Education</i>	+	+
<i>Flexibility of employees</i>		+
<i>Age</i>	+	
<i>Professional development</i>	+	+
<i>Competition</i>		+
<i>Talents</i>	+	+
<i>Personal features</i>	+	+

Distinguished main factors influence and condition career of employees and its development in different organizations.

As it has already been mentioned, talking about career of employees of statutory institutions, legal regulation of statutory civil servants career exists. Activity of police officers is regulated by different legislation, laws and decisions. Main legislation, regulating career of police officer, modelling activity policy and ensuring officers rights protection are the following: Law of Public Service of the Republic of Lithuania<sup>11</sup>, Internal Service Statute of the Republic of Lithuania<sup>12</sup> and Police Activity Law Republic of the Republic of Lithuania<sup>13</sup>. Having analysed the aforementioned laws, the following career development possibilities can be distinguished.

Career development possibilities in statutory institution are understood as follows:

<sup>11</sup> Police Activity Law Republic of the Republic of Lithuania. 'Valstybes ziniuos'. 2002, No 45-1708.

<sup>12</sup> Internal Service Statute of the Republic of Lithuania. 'Valstybes ziniuos'. 2003, No 42-1927.

<sup>13</sup> Lietuvos Respublikos Policijos veiklos įstatymas. 'Valstybes ziniuos'. 2000, No 90-2777.

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1. *Promotion possibility to the officer.* According to Article 15 of Clause 3 of Internal Service Statute of the Republic of Lithuania ‘officers, seeking for higher and taking lower position, working in the same or in another respective institution of internal affairs, can participate in the announced selection to vacant higher position of the officer’<sup>14</sup>. A person, who candidates to participate in the aforementioned selection, has to correspond not only the discussed earlier in the work general requirements set to public servant, but special requirements, set for a position to which he candidates as well. During selection, personal professionalism and his activity are considered as well as the suitability of the aforementioned candidate to the indicated position is assessed.

2. *Transfer of police officer to another position.* Transfer of a person to another position is one of career development possibilities.

According to Internal Service Statute of the Republic of Lithuania, a statutory officer can under his request be<sup>15</sup>: transferred to vacant equivalent or lower position; his position can be changed with the one of the other officer, taking equal equivalent position.

3. *Rotation of officers.* According to Internal Service Statute of the Republic of Lithuania and order of minister of Internal Affairs ‘Regarding confirmation of internal service system officers rotation conditions and order inventory’, an officer can be transferred to equivalent position in the same or another institution of internal affairs after the intended in laws period of his service in this position expires. The aforementioned law provides that ‘officers are applied rotation after the period of his service in this position expires’<sup>16</sup>.

4. *Granting higher ranking or higher qualification class to the officer.* Article 14 of Internal Service Statute of the Republic of Lithuania provides orders of officers rank granting. The above mentioned article indicates that ‘for particularly significant merits in service, higher rank or higher by one level (than it would belong according to current position) rank is granted before the determined term only one time during service period of the officer’<sup>17</sup>.

5. *Transfer of officer to lower position.* Internal Service Statute of the Republic of Lithuania stipulates that the officer can be transferred to lower position in the following cases<sup>18</sup>: position is eliminated because of change of work organization, reorganization,

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<sup>14</sup> Internal Service Statute of the Republic of Lithuania. ‘Valstybes zinios’. 2003, No 42-1927.

<sup>15</sup> Internal Service Statute of the Republic of Lithuania. ‘Valstybes zinios’. 2003, No 42-1927.

<sup>16</sup> order of minister of Internal Affairs of the Republic of Lithuania ‘Regarding confirmation of internal service system officers rotation conditions and order inventory’. 14--2013, No 1V-419.

<sup>17</sup> Internal Service Statute of the Republic of Lithuania. ‘Valstybes zinios’. 2003, No 42-1927.

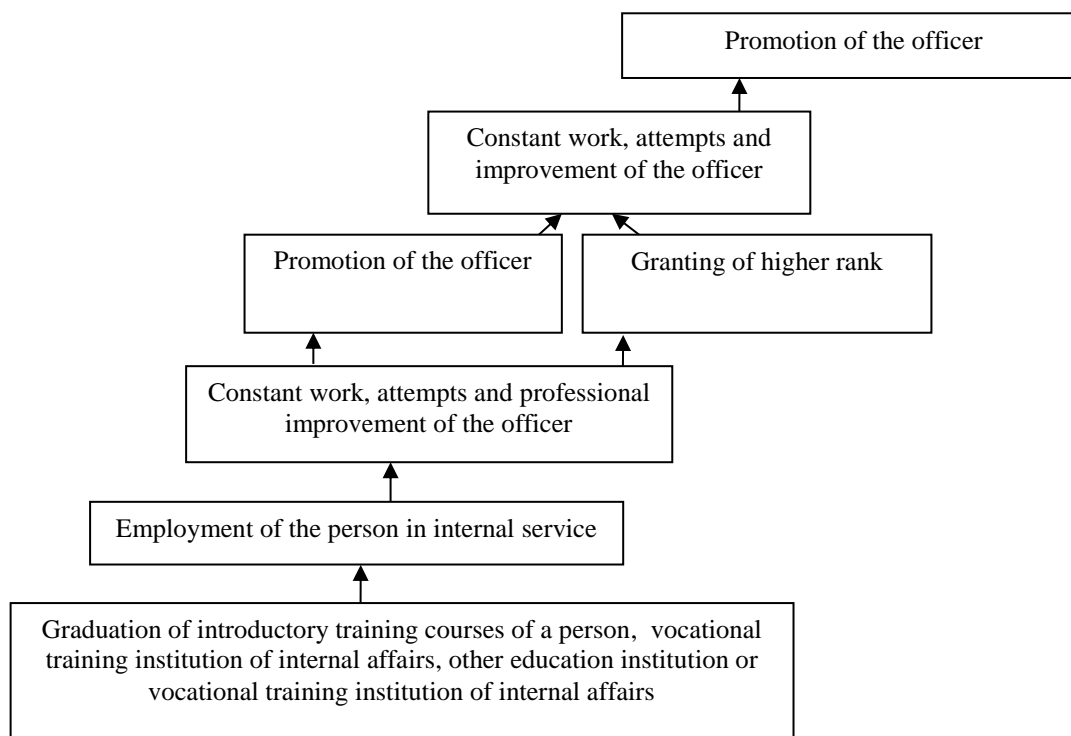
<sup>18</sup> Internal Service Statute of the Republic of Lithuania. ‘Valstybes zinios’. 2003, No 42-1927.

rearrangement or liquidation of institution of internal affairs or its structural department; negative conclusion of attestation comes to force or disciplinary sanction – transfer to lower by one rank position is appointed.

6. *Dismissal of officer from service.* Article 53 of Internal Service Statute of the Republic of Lithuania determines basis of dismissal from internal service, under which the officer is dismissed from his service. Assessment commission, according the Law of Public Service, advises the person, employing the public servant to the position, to dismiss that person from public servant position in case career commission evaluates the service activity of public servant unsatisfactorily.

### Theoretical models of career development possibilities

According to legal regulation of statutory institutions and career influencing factors, theoretical models of career development of statutory public servants can be provided: vertical and horizontal career models of statutory public servants.

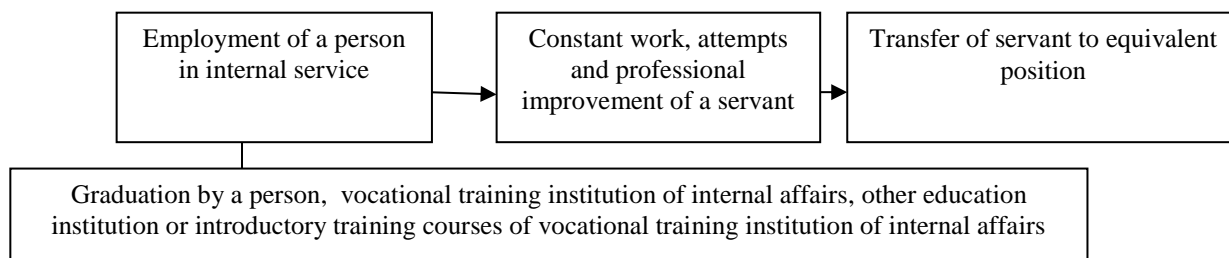


**Figure 2.** Vertical theoretical model of statutory public servants career possibilities (made by the author, on basis of Internal Service Statute of the Republic of Lithuania and Law of Public Service of the Republic of Lithuania)

Vertical theoretical career model can be divided into the following several stages: involvement stage, when a person starts working in a statutory institution, the second stage

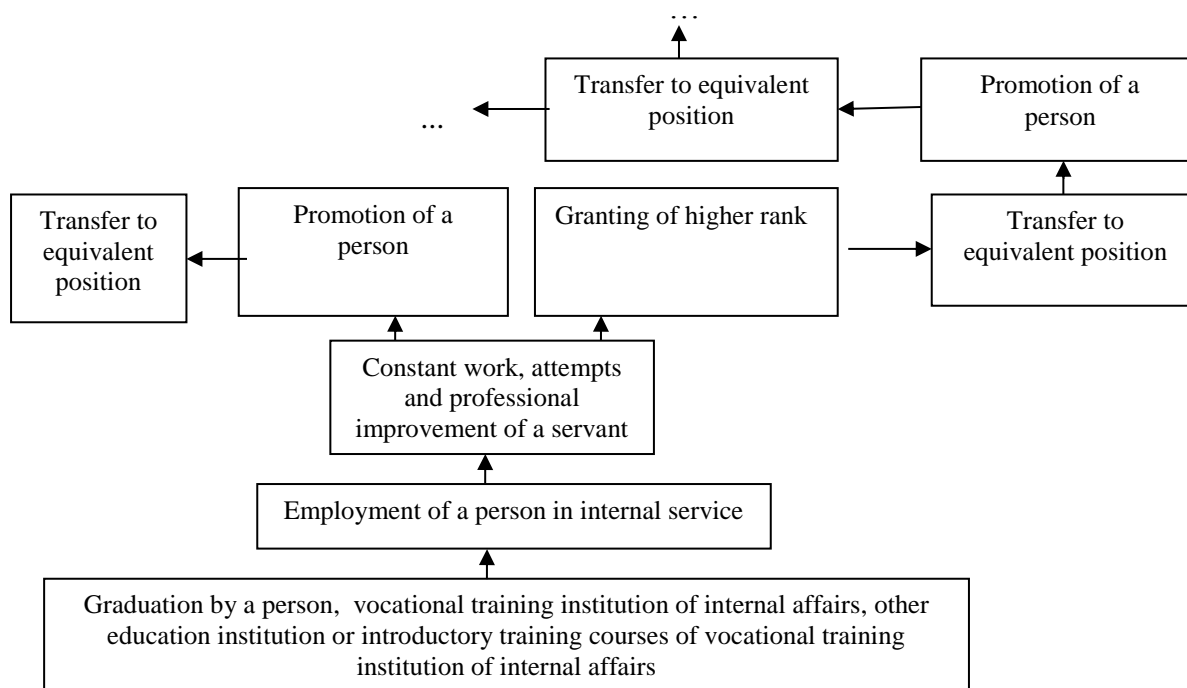


would be achievements stage, when a person is promoted, he is granted a higher rank. The third stage is a growth stage, since a person performs his work, improves in the aforementioned institution, he feels in his place and knows everything. The last stage should be leaving stage, when the officer finishes his service for certain reasons. Beside vertical statutory public servant career model, horizontal career development model also exists in statutory institution (see Figure 3).



**Figure 3.** Horizontal career development model of statutory public servants (made by the author, on basis of Internal Service Statute of the Republic of Lithuania)

Having combined the aforementioned two methods, mixed theoretical career development model of statutory public servants can be made (see Figure 4)



**Figure 4.** Mixed theoretical career development model of statutory public servants (made by authors on the basis of Figure 3 and Figure 4)

In the above mentioned model, vertical career (promotion possibility) and horizontal career (transfer of a person to equivalent position) also prevail. Every servant understands his



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career and its success individually. Statutory public servant chooses himself, what career he wants to achieve, on the basis of vertical theoretical career model statutory public servant, or horizontal. Not every person understands career success as a possibility to be promoted, many employees understand career as performance of beloved job and a possibility to be evaluated and acknowledged.

## **METHODOLOGY OF THE SURVEY**

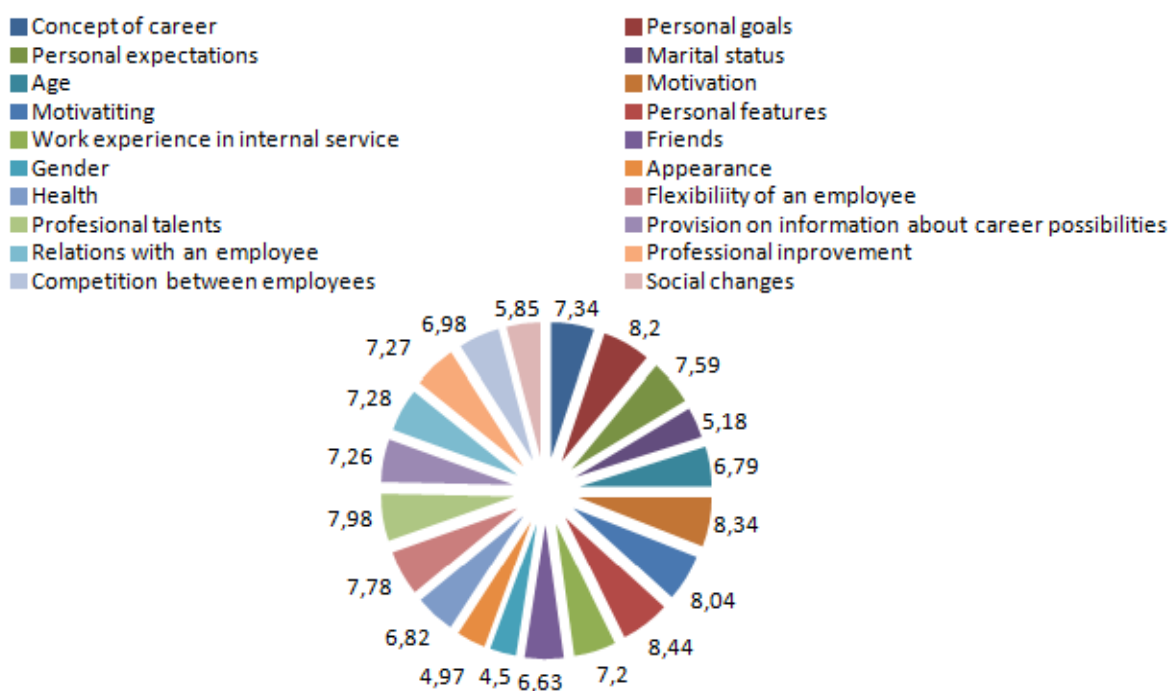
Analysis of scientific literature revealed that career and its development are influenced by certain factors of organizational and individual career. In order to reveal problematic fields in career statutory institution and career conditioning factors, a survey of career development possibilities in the chosen (case analysis) District Police Headquarters was performed. The survey took place in March – April - May of 2016. In order to perform detailed situation analysis of career development possibilities in the District Police Headquarters and to define its improvement trends, the following measures were used in the performed survey: empirical method, documents analysis method, graphic presentation and modelling method.

**Respondents' profile.** 201 employee (case analysis) from the District Police Headquarters participated in a survey. Due to specific attention to researches of the problems in police organization, part of the sample was measured by gender, age and rank differences. From respondents who participated in a survey, 59 % were men, and 41% - women. On the purpose to determine, if age has influence on career development, representatives of different age groups were involved in a survey. Respondents, belonging to 25-35 years age group (41 %) and 35-45 years age group (27%) were questioned. The first group of people of the age of 18-25 years makes 17 % of all participated in a survey respondents. 45- 55 years age group makes 13 % of all participated in a survey respondents. The rest 2 % of participated in a survey respondents belong to a group of people, who are 55 years and older.

**Measurements.** In order to achieve the research objective, a questionnaire investigating organizational career development was made. Questionnaire included the following seven research dimensions: demographic characteristics; rank in statutory institution of the servant; career concept and familiarizing with career possibilities and its planning; career influencing factors; career possibilities in the chosen District Police Headquarters; career processes management as well as implementation of vertical, horizontal and mixed career. Empirical data was treated by using conventional methods of mathematical statistics (using SPSS 12 and Microsoft Excel computer program).

## RESULTS OF THE SURVEY

In order to determine career conditioning factors and to reflect the made by them influence to career, the participated in a survey respondents were asked to evaluate certain factors in a scale from influence much to does not influence at all, which, while evaluating the results, were entered as variable. Numeric expression of career influencing factors is given in figure 6.



**Figure 6.** Career influencing factors (numeric expression)

As we can see in Figure 6, in the opinion of respondents, career is mostly influenced by the following: set by a personal goals, motivation, employee's motivation and personal features of employee. J. Palidauskaitė has emphasized that 'motivating factors stimulate people to take up activity in order to realize certain needs (recognition between surrounding people, perception of own value, etc.)'<sup>19</sup>. This perception and stimulation make favourable conditions to a person to move towards successful career. Representatives of different generations can be motivated by different aspects. Some can consider high salary, career development possibilities and interesting work important, while to the others it can be job security. N. Petkeviciute and

<sup>19</sup> J.Palidauskaitė. "Valstybės tarnautojų motyvavimas: lyginamasis aspektas". Viešoji politika ir administravimas. 2008.No 25, ISSN 1648-2603

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E. Laumenskaite<sup>20</sup> emphasized that a person can have skills and knowledge, but without strong will and inner motivation, career and work will be colorless and ordinary. The set in life goals and motives motivate a person to seek further for the set goals and for constant improvement. Having calculated influence of career factors, it became clear that career is also influenced by the following: personal career understanding, personal expectations, duration of internal service, professional talents, ways of information about career possibilities provision, relations between employees, flexibility of employees and professional improvement. According to respondents, personality, abilities of a person, which can be named as his talents and which reveal, what a person can or will be able to do in the future by adequate learning, also influence career selection and its development. While talking about the importance of talent, N. Petkeviciute emphasized interpretation of Katny Kolbe concept 'talent'. „Talent is our personal advantage. Creative instincts are mind energy resources, which are disposed in a certain field. We can express ourselves best in the field, where we have most energy“<sup>21</sup>. A person, who has talent, make career easier, since he has not to newly gain certain skills, he only has to improve them. According to respondents, career is averagely influenced by the following factors: age, friends, health and competition between employees. The received earlier in a survey data reveal that friends also influence career and its development. The participated in a survey respondents consider the following factors the least influencing career: marital status, gender, appearance and social changes.

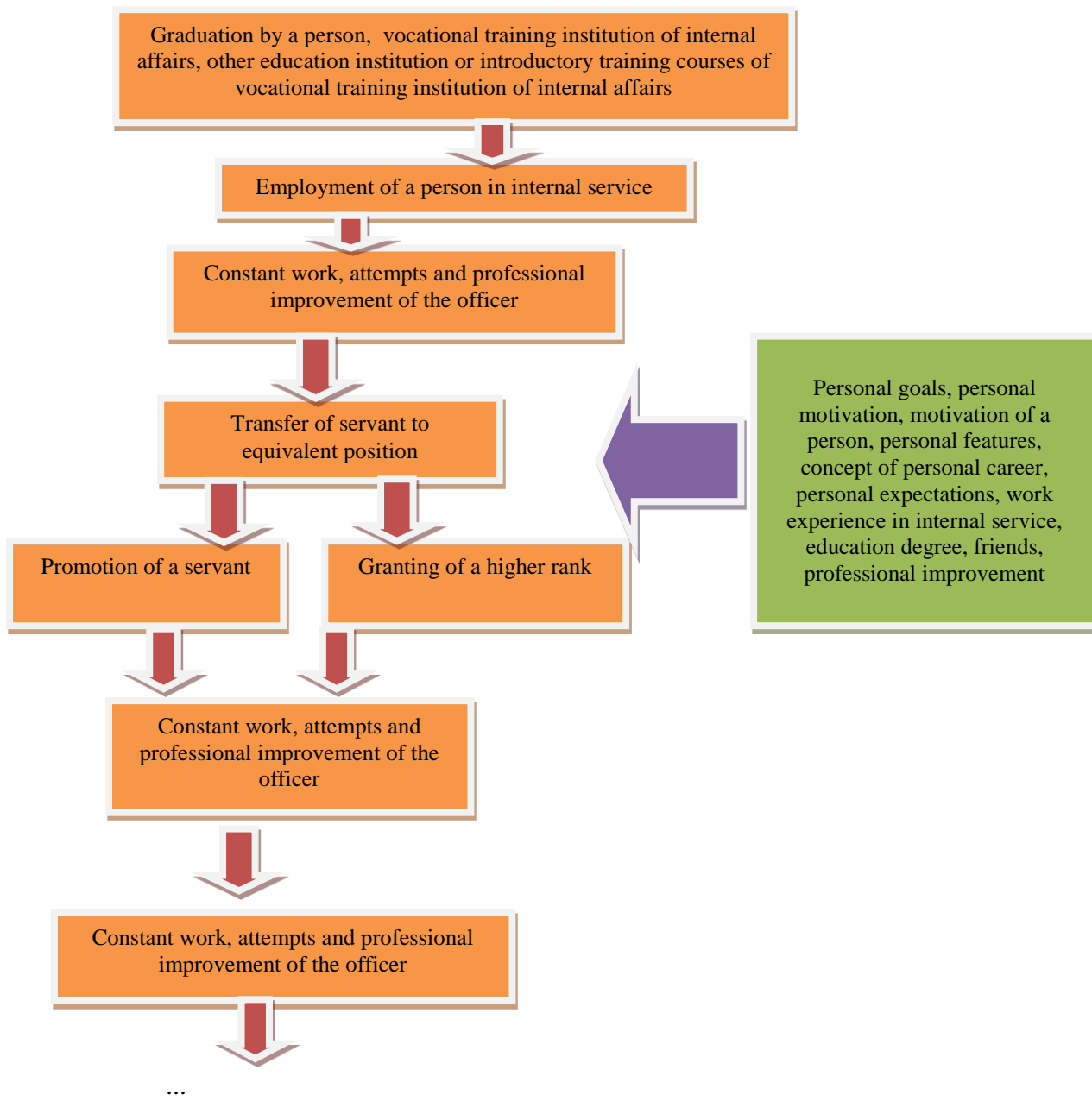
In other questions, most of respondents indicated that higher legal education, better relationship with the manager, setting of goals and active their seeking also influence promotion. According to Internal Service Statute of the Republic of Lithuania and Law of Public Service of the Republic of Lithuania, a person, who candidates to take position of statutory public servant in a statutory institution is set a requirement of general physical fitness. The aforementioned requirement influences participation of persons who candidate to be employed to learn in vocational education institutions of internal affairs or introductory training course of vocational education institution as well as acceptance in education institutions. 71 % of respondents who participated in a survey indicated that they evaluate positively their career possibilities in the selected by research Police Headquarters and favourable career possibilities are made. Respondents, who have higher legal education and higher university education,

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<sup>20</sup> Petkevičiūtė, N. Laumenskaitė, E. *Asmeninė motyvacija kaip profesinės karjeros pagrindas. Profesinio rengimo tyrimai*. Vilnius, 2004.

<sup>21</sup> Petkevičiūtė, N. *Karjeros valdymas: organizacinė perspektyva*. Kaunas, 2013.

evaluate positively their individual career possibilities and make individual career plans. 89% of respondents who participated in a survey indicated that personal career is influenced by perfect reputation and citizenship requirements.



**Figure 7.** Model of career development possibilities and career influencing factors of the selected District Police Headquarters

Having performed career development and influencing it factors analysis in the selected District Police Headquarters, it became clear that the aforementioned institution pays much attention to professional improvement of its employees, quite good career development

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possibilities are made, however, not all respondents are quite well familiar with their career determining legislation.

According to the performed research, a model of career development possibilities and career influencing factors of the selected District Police Headquarters is given in Pic. 7.

In this model, main career influencing factors are distinguished. Career development is equally influenced by organization and individual career factors. Career development process is divided in the model into the following several stages: involvement, when a person is employed and socializes at work; achievements stage, when a person is promoted in the above mentioned statutory institution and he is granted a higher rank. The third stage is in-growth stage, when a person, when performing his functions, improves in the institution, arranges his own goals and the ones of institution; and the last stage is leaving stage, when the officer terminates his service for certain reasons in a statutory institution.

Considering the provided career development model, it is recommended to familiarize the newly employed employees with legislation, determining their career. Before signing employment agreement, every employee should pass a test about career management processes and career possibilities. It is recommended to appoint staff service of statutory institution responsible for this process.

To improve competition to vacant positions of a person order. Employment in position order must be reviewed and competent evaluation commissions have to be established. To make more favourable conditions of career development to young employees, i.e., not to include requirements of work experience of several years in certain job position descriptions.

To make individual career plans to police officers with the indications on what concrete skills and knowledge officers have to gain as well as with the foreseen motivating measures (possibility: promotion), which will be accomplished when the officer gains respective skills. The aforementioned plans are recommended to be made under participation of staff service representative, manager and employee. To develop more widely horizontal career. To inform officers about vacant positions as well as to stimulate change of officers service.

## **CONCLUSIONS**

Statutory public servants are set general requirements, which are consolidated in normative legislation. In case the servant fails to meet at least one set to him general requirement, it is considered that he is not suitable to service and he has not a possibility to develop his career in a statutory institution. Vertical and horizontal public servants career

models are distinguished. Vertical career model is understood as a possibility for a person to be promoted as well as granting of a higher rank or a higher qualification class. Horizontal career is understood as promotion of a servant to equivalent position.

Career and its development in statutory institution is influenced by various factors. Having performed a survey of career development and career influencing factors in a statutory institution, it has become clear that career is equally influenced by organizational as well as by individual career factors. Career is mostly influenced by education degree, set by a personal goals, work experience of internal service, professional improvement, personal motivation and personal features, and it is the least influenced by marital status, gender, appearance and social changes.

Employees of the surveyed statutory institution are given favourable possibilities to develop career, however, they are given more favourable possibilities to develop vertical rather than horizontal career. Employees are given quite favourable possibilities to improve, to develop professionally under influence of organizational as well as individual career factors.

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## KARJEROS PLĖTROS GALIMYBIŲ STATUTINĖSE INSTITUCIJOJE PROBLEMINIAI ASPEKTAI

**Asta Balčiūnaitienė\*, Rūta Adamonienė\*\*, Laura Svolkinaitė\*\*\***

Vytauto Didžiojo Universitetas, Mykolo Romerio Universitetas, Alytaus apskrities VPK

### Santrauka

Karjera yra labai svarbi kiekvieno žmogaus gyvenime. Nuolatinis tobulėjimas ir naujovės verčia nuolat prisitaikyti šiandieniniame besikeičiančiame pasaulyje. Šioje aplinkoje asmens karjeros plėtros procesas vyksta visą asmens gyvenimą organizacijoje ir už jos ribų. Šių tikslų siekimo dėka, karjeros plėtros - mokymosi procesas nenutrūksta. Karjeros plėtros galimybės priklauso ne tik nuo organizacijos vadovo, bet ir nuo darbuotojo požiūrio į karjerą. Statutinėse institucijose karjera skiriasi nuo karjeros kitų veiklos sričių institucijose, nes čia karjeros procesai yra griežtai reglamentuoti teisės aktais, skiriasi ir pati priėmimo į darbą tvarka. Lietuvoje yra pakankamai mažai nagrinėta karjeros plėtros galimybių statutinėse institucijose problematika, nėra atlikta naujų tyrimų, atspindinčių karjeros plėtros galimybes. Šiame straipsnyje atliekant teisės aktų, dokumentų analizę bei atliekant tyrimą, buvo siekta išsiaiškinti karjeros plėtros galimybes statutinėse institucijose. Tyrime analizuojami A. Laurinavičiaus, R. Korsakienės, R. Smaliukienės, A. Valicko, A. Dromantaitės, V. Stanišauskienės, A. Urbonienės, N. Petkevičiūtės ir kitų autorių darbai bei norminiai teisės aktai. Siekiant išsiaiškinti ir pagrįsti karjeros plėtros galimybes statutinėje institucijoje tyrime buvo pasirinkta atvejo analizė, apklausiant Alytaus apskrities vyriausiojo policijos komisariato pareigūnus bei nustatant veiksnius, turinčius reikšmės karjerai, minėtoje institucijoje. Taip pat tyrimu nustatyta teisinių priemonių pakankamumas ir taikomų vadybinių modelių tinkamumas kokybiškai karjeros plėtrai statutinėje institucijoje bei identifikuojami pagrindiniai karjerai įtaką darantys veiksniai. Pagrindinis tyrimo tikslas - išanalizuoti karjeros plėtros galimybių statutinėje institucijoje vadybinius ir teisinius probleminius aspektus ir pateikti karjeros plėtros galimybių statutinėje institucijoje modelį.

**Pagrindinės sąvokos:** karjeros galimybės, statutinė institucija, karjerą lemiantys veiksniai



**Asta Balčiūnaitienė\***, Vytauto Didžiojo Universitetas, Užsienio Kalbų Institutas, Socialinių Mokslų daktarė, anglų kalbos lektorė. Mokslinių tyrimų kryptys: darnus vystymasis ir švietimas, inovatyvūs užsienio kalbos (anglų)dėstymo metodai.

**Asta Balčiūnaitienė\***, Vytautas Magnus University, Institute of Foreign Languages, Doctor of Social Sciences, lecturer of English. Research interests: Sustainable development and education, innovative methods of teaching foreign (English) language.

**Rūta Adamonienė\*\***, hab. daktarė Mykolas Romeris universiteto Viešojo saugumo fakulteto Humanitarinių mokslų katedros profesorė. Mokslinių tyrimų kryptys: Vadybinės žmogiškųjų išteklių formavimo prielaidos ir galimybės.

**Rūta Adamonienė\*\***, HPh Mykolas Romeris University, Faculty of Public security, Department of Humanities. Prof. Research interests: Management presumptions and possibilities of human resources formation.

**Laura Svolkinaitė\*\*\***, Alytaus apskrities VPK Viešosios tvarkos skyriaus Prevencijos poskyrio specialistė. Mokslinių tyrimų kryptys: Karjeros valdymas statutinėse institucijose

**Laura Svolkinaitė\*\*\***, Specialist of Prevention Subdivision of Public Order Department of Alytus District Police Headquarters. Research interests: Career Management in Statutory Institutions.