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PROMISING WAYS TO IMPROVE ORGANISATIONAL AND LEGAL FRAMEWORKS FOR TRAINING PERSONNEL FOR THE ARMED FORCES OF UKRAINE

Abstract. Purpose. The purpose of the article is to develop promising ways to improve the organisational and legal framework for training personnel for the Armed Forces of Ukraine. **Results.** Relying on the analysis of current legislation, the article focuses on the fact that today the legislator rather superficially considers the problem of training personnel for the Armed Forces of Ukraine. The author summarises the theoretical approaches of scholars who have studied the issues of manning the Armed Forces of Ukraine in their works. The author's original approach to promising trends in improving the organisational and legal framework for training personnel for the Armed Forces of Ukraine is proposed. It is emphasised that various legal regulations focus on issues of state, in particular, military security of Ukraine. In addition, a number of state strategies have repeatedly emphasised the importance of improving the system of personnel support of the Armed Forces of Ukraine. However, it is fair to say that no specific practical suggestions and recommendations were given. **Conclusions.** It is concluded that the solution of organisational problems requires improvement of the regulatory framework for training personnel for the AFU. In this context, it is considered necessary to develop and adopt three key legal regulations: 1. The National Strategy for Improving the Staffing of the Armed Forces of Ukraine. In this legal regulation, in the context of the presented issues, it is necessary to identify: first, the general problems that currently exist in the staffing of the Armed Forces of Ukraine; second, to identify training for the Armed Forces of Ukraine as one of the areas in which the problems of staffing should be solved; third, to outline the tasks that need to be solved on the way to improving the training system; fourth, to identify the areas in which military personnel should be trained, with due regard to their position and, accordingly, the tasks they will perform during their service; 2. The Law of Ukraine 'On Training of Personnel for the Armed Forces of Ukraine'. This legal regulation should become a unified document that will: a) define the requirements for servicemen/ women to meet when holding a particular position in the Armed Forces of Ukraine; b) define the specifics of physical and, most importantly, psychological training of servicemen/ women of different levels (from sergeants to senior officers); c) describe the curriculum for different branches of the armed forces; d) define the range and legal status of entities authorised to train relevant specialists; etc.; 3. Develop a programme of cooperation with other countries, including NATO members, to exchange practical experience in military training.

Key words: improvement, organisational principles, legal framework, personnel training, the Armed Forces of Ukraine.

1. Introduction

Nowadays, the system of training for the Armed Forces of Ukraine requires comprehensive improvement. It should be noted that both the legal and organisational framework for the relevant training needs to be improved. For example, the legal framework is a set of legal regulations of different legal force, the provisions thereof are aimed at regulating social relations arising in the process of training for the Armed Forces of Ukraine. For its part, the organisational framework in the context

of the presented issues is best understood as a set of non-legal (managerial, economic, organisational, etc.) measures aimed at creating conditions under which training for the Armed Forces of Ukraine will be effective, qualitative and efficient.

Some problematic issues related to improving the training of personnel for the Armed Forces of Ukraine have been considered in the scientific works by: O. Zolochovskyi, M. Kasynenko, O. Maslii, M. Palevych, O. Piddubnyi, V. Rakhmanova, O. Tkachuk, O. Yatsyno,

S. Yatsenko and many others. However, despite the significant theoretical contribution, the scientific literature lacks comprehensive studies on improving the organisational and legal framework for training personnel for the AFU.

Therefore, the purpose of the article is to develop promising ways to improve the organisational and legal framework for training personnel for the Armed Forces of Ukraine.

2. Specific features of state and military security

Starting a scientific study, it should be noted that various legal regulations focus on issues of state, in particular, military security of Ukraine. In addition, a number of state Strategies have repeatedly emphasised the importance of improving the system of personnel support of the Armed Forces of Ukraine. However, it is fair to say that no specific practical suggestions and recommendations were given. In view of this, the issue of developing and adopting a separate 'Strategy for Improving the Staffing of the Armed Forces of Ukraine', which will be aimed at a comprehensive improvement of the personnel policy of the Armed Forces of Ukraine in general and personnel training in particular, is currently relevant.

However, the problematic issue under study has received attention not only at the legislative but also at the scientific level. For example, in his study of the problematic issues of staffing in the Armed Forces of Ukraine, O. Yatsyno made a number of interesting conclusions. Based on the results of the analysis of the personnel situation in the Armed Forces, the scientist identifies a number of major problematic issues, the consequences of their failure to resolve and the impact on the effectiveness of staffing: 1) Inadequate funding and resources for the personnel training system for the Armed Forces; 2) Incomplete development of draft programme documents for the medium and long term, lack of approved targets for the structure and strength of the Armed Forces of Ukraine, including at the legislative level; 3) Inconsistency of the provisions of regulatory framework in the areas of CP in the Armed Forces with the requirements of the present; 4) the need to further improve the tasks, functions, powers of the personnel bodies of the MoD of Ukraine, the General Staff of the Armed Forces of Ukraine and the branches of the Armed Forces of Ukraine, optimise their organisational structure and number; 5) The following issues remain unresolved, which are the most urgent and significantly affect the final results of achieving the appropriate level of manning

of units and motivation of personnel to continue military service under new contracts: inadequate funding and resource provision; incomplete development of draft programme documents for the medium and long term; inconsistency of regulatory provisions with the requirements of the present; need for further improvement of the system of personnel bodies (Yatsyno, 2012).

In this context, it should also be noted the scientific work of V. Rakhmanov and S. Yatsenko, who developed proposals for providing the Armed Forces of Ukraine with quality personnel, improving educational activities in the context of defence, personnel and other reforms, with due regard for current international and military factors that affect the formation of the AFU's capability. For example, scientists have identified the following as priority areas for the development of the personnel management system in the AFU: 1) in the area of 'educational outcomes/needs': clarification of the business model of military education based on modern practices; clarification of the goals and motivational component of the organisation of educational activities; 2) in the area of 'organisation of educational activities': reforms in the HR management system and the introduction of new forms, methods and mechanisms for implementing HR policy; full implementation of a process approach to building educational organisations in general, a project approach to implementing reform and continuous improvement, and a blended approach to the courses themselves; 3) in the area of 'resource support of educational activities': improvement of the system of providing educational activities with teaching staff of the required level; wide automation of educational activities, including remote education; 4) in the area of selection/search of candidates for educational programmes: improvement of methods and forms of recruitment to the military service of Ukraine; improvement of mechanisms for the formation of the military reserve; improvement of the system of selection/search of candidates for educational programmes; 5) in the area of 'formation of the educational environment': development of a personnel training system in accordance with the main legal regulations in the military sphere; optimisation of social and humanitarian support for personnel, adaptation of servicemen to civilian life (Rakhmanov, Yatsenko, 2021, p. 200). In the context of the presented issues, it should be noted that V. Rakhmanov and S. Yatsenko name the following among the main trends in improving educational activities for

personnel management in the AFU: a) training of specialists for personnel services of the AFU on the basis of new standards of recruitment, adaptation, and military service; b) introduction of personnel technologies in accordance with NATO standards, bringing them to world-class levels in order to further integrate Ukraine's military sector into a single European security sector; c) optimisation of the mechanisms of state management of the military sector and building personnel policy in the Armed Forces on these principles; d) improvement of regulatory and legal framework for personnel policy both at the state level and at the level of the Ministry of Defence of Ukraine; e) adequate funding of the needs of the Armed Forces of Ukraine; f) development of social and resource support for the military establishment at the level of international standards; g) developing the optimal structure and determining the number of the Armed Forces of Ukraine in accordance with the potential capabilities of the state, which will determine military personnel policy and placement of state orders for training of military specialists (Rakhmanov, Yassenko, 2021, p. 200).

3. Professional training for the Armed Forces of Ukraine

M. Kasyanenko focuses his research on analysing the problems of professional training of Ukrainian citizens under the reserve officer training programme. The author rightly argues that the training of reserve officers is a crucial element of the Armed Forces of Ukraine, and as practice has shown, the scientist is not mistaken in his statement. In his scientific work, the scholar notes that in modern conditions the problem of the quality of training of future reserve officers has become particularly relevant. The author emphasises the existence of fundamental differences between the needs and the traditional content and methods of training the reserve for military formations. Current approaches to organising the educational process of reserve officers have not proved to be effective enough. As a result, despite the existence of a sufficient reserve, the state faces a shortage of qualified personnel from among reserve officers (Medvid, 2019; Kasianenko, 2020). According to M. Kasyanenko, the experience gained shows that there are a number of contradictions in the modern organisation of reserve officers' training institutions: between traditional forms of methodological support of the educational process and the need for innovative forms of information presentation, with due regard to current trends in armed struggle; between the process of informatisation of military education and the absence of a common approach to the development, creation and provision

of teaching aids that organically combine modern pedagogical and information technologies. The scientist quite rightly emphasises that these processes are significantly affected by the difficult financial and economic situation in the country and the insufficient qualifications of some scientific and pedagogical staff (Kasianenko, 2020). These contradictions reveal the main problematic issues inherent in the organisation of the educational process in the modern system of training reserve officers, such as: substantiation of the methodology for the use of modern educational technologies that synthesise pedagogical innovations, information, information and communication technologies and simulation tools, with due regard for modern views on armed struggle; integration of traditional pedagogical technologies with computer technologies in education; modernisation of simulation computer models of learning and their application in the educational process of a higher military educational institution (Kasianenko, 2020).

In the study of the problem and trends in improving the special physical training of air force personnel of the Armed Forces of Ukraine, S. Palevych, O. Piddubnyi, O. Tkachuk and V. Zolochovskyi note that the problem of physical training of military personnel as an integral part of the structure of the combat training system of the Armed Forces is sufficiently represented in the scientific field. The main scientific achievements relate to solving the problems of improving the theoretical, motivational, educational, psychological, methodological, mobile and regulatory functional components of the system of special physical training. Moreover, the researchers conclude that researchers do not focus on substantiating new approaches to the interaction of special physical training systems and general military disciplines, as well as ways of their integration. Improvement of the system of special physical training is possible due to the reorganisation of the educational process in higher military educational institutions, including, by updating the curriculum and work programmes in the discipline, introducing the concept of student-centred learning, which is based on the processes of standardisation of learning outcomes, integration of combat training elements into a single integrated system of training based on special physical training (Palevych, Piddubnyi, Tkachuk, Zolochovskyi, 2018).

In his scientific work, O.M. Maslii argues that the relevance and necessity of systematic support for the concept of professional training of future officers of missile and artillery weapons

in the current conditions of the Armed Forces development is due to: the need to fulfil the tasks; the growing requirements of a competence-based approach to the professional training of cadets of military universities; the importance of developing professional competence in military professionals with higher education; the expediency of developing innovative conceptual provisions to ensure the quality of military education of cadets as a pedagogical system; the proactive nature of preparing a complete list of the most specialised officer professions, etc. (Maslii, 2017). In the author's opinion, the concept is based on the integration of competence, personal, activity, systemic, integrative, technological and synergistic approaches, which determines the combination of social and personal goals of training, the need to increase the role of military specialists, the actualisation of social and value orientations caused by the status, appointment of the future missile and artillery officer, his motivation aimed at purposeful activity in educational, research and military service activities. mastery of modern high-tech weapons and military equipment (from mortars to missile systems), development of personal qualities necessary for self-realisation in military and professional activities, ability and readiness to ensure the fulfilment of tasks caused by the needs of military service in peacetime and wartime (Maslii, 2017).

4. Conclusions

To sum up, over recent years, active work has been done at both the legislative and scientific levels to improve the system of staffing the Armed Forces of Ukraine in general and personnel training in particular. However, today's challenges have revealed the existence of serious legal and organisational problems that need to be addressed.

Therefore, the study enables to identify the following key trends in improving the organisational framework for training personnel for the Armed Forces of Ukraine:

– First, it is advisable to increase the level of financial and logistical support of higher education institutions, as well as other specially authorised entities that, in accordance with the current legislation, provide theoretical and practical training for military personnel of all levels;

– Second, the training programme for the military in general, as well as for the command staff of the Armed Forces of Ukraine, should be revised to adapt it to NATO requirements and standards. In this context, it is also necessary to develop new, scientifically based methodological support that will meet: a) the challenges of today; b) the requirements

and standards of NATO, accession to which is a priority for the Ukrainian state;

– Thirdly, an effective system of information support for the Armed Forces and entities authorised to train military personnel should be developed;

– Fourth, as practice has shown, it is necessary to improve the psychological training of military personnel. Moreover, their training should be adapted to the level of responsibility of their position.

– Fifth, to expand opportunities for international cooperation, which will ensure effective exchange of experience with professional military personnel from other countries.

However, the solution of organisational problems requires improvement of the regulatory framework for training personnel for the AFU. In this context, it is considered necessary to develop and adopt three key legal regulations:

1. The National Strategy for Improving the Staffing of the Armed Forces of Ukraine. In this legal regulation, in the context of the presented issues, it is necessary to identify: first, the general problems that currently exist in the staffing of the Armed Forces of Ukraine; second, to identify training for the Armed Forces of Ukraine as one of the areas in which the problems of staffing should be solved; third, to outline the tasks that need to be solved on the way to improving the training system; fourth, to identify the areas in which military personnel should be trained, with due regard to their position and, accordingly, the tasks they will perform during their service;

2. The Law of Ukraine 'On Training of Personnel for the Armed Forces of Ukraine'. This legal regulation should become a unified document that will: a) define the requirements for servicemen/ women to meet when holding a particular position in the Armed Forces of Ukraine; b) define the specifics of physical and, most importantly, psychological training of servicemen/women of different levels (from sergeants to senior officers); c) describe the curriculum for different branches of the armed forces; d) define the range and legal status of entities authorised to train relevant specialists; etc.

3. Develop a programme of cooperation with other countries, including NATO members, to exchange practical experience in military training.

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ПЕРСПЕКТИВНІ ШЛЯХИ ВДОСКОНАЛЕННЯ ОРГАНІЗАЦІЙНИХ ТА ПРАВОВИХ ЗАСАД ПІДГОТОВКИ КАДРІВ ДЛЯ ЗБРОЙНИХ СИЛ УКРАЇНИ

Анотація. Мета. Метою статті є: опрацювати перспективні шляхи вдосконалення організаційних та правових засад підготовки кадрів для Збройних сил України. **Результати.** У статті, спираючись на аналіз норм чинного законодавства, акцентовано увагу на тому, що на сьогоднішній день законодавець досить поверхнево розглядає проблему підготовки кадрів для ЗСУ. Узагальнено теоретичні підходи науковці, які у своїх працях досліджували проблематику кадрового забезпечення збройних сил України. Запропоновано авторський підхід щодо перспективних напрямів вдосконалення організаційних та правових засад підготовки кадрів для Збройних сил України. Наголошено, що в різних нормативно-правових актах досить багато уваги приділялося питанням державної, зокрема воєнної безпеки України. Окрім того, у ряді державних Стратегій неодноразово акцентувалась увага на важливості вдосконалення системи кадрового забезпечення Збройних сил України. Втім, справедливим буде відзначити той факт, що конкретних практичних пропозицій та рекомендацій наведено не було. **Висновки.** Зроблено висновок, що вирішення організаційних проблем вимагає вдосконалення нормативно-правового забезпечення підготовки кадрів для ЗСУ. У даному контексті вбачається необхідним розробити та прийняти три ключові нормативно-правові акти: 1. Загальнодержавну «Стратегію вдосконалення кадрового забезпечення Збройних сил України». У вказаному нормативно-правовому акті в контексті представленої проблематики необхідно визначити: по-перше, загальні проблеми, які наразі існують у кадровому забезпеченні ЗСУ; по-друге, одним із напрямів, в якому слід вирішувати проблеми кадрового забезпечення визначити підготовку кадрів для збройних сил України; по-третє, окреслити задачі, які необхідно вирішити на шляху до покращення системи підготовки кадрів; по-четверте, визначити напрями, за якими має відбуватись підготовка військовослужбовців з урахуванням їх посади, а відповідно і завдань, що вони будуть виконувати в процесі служби; 2. Закон України «Про підготовку кадрів для Збройних сил України». Вказаний нормативно-правовий акт повинен стати уніфікованим документом, в якому буде: а) визначено вимоги до військовослужбовців, яким вони повинні відповідати при зайнятті тієї чи іншої посади в Збройних силах України; б) визначено особливості фізичної, та, що дуже важливо, психологічної підготовки військовослужбовців різного рівня (від сержантів до вищого керівного складу); в) розкрито програму військовослужбовців для різних родів військ; г) визначено коло та правовий статус суб'єктів, які уповноважені здійснювати підготовку відповідних фахівців; тощо; 3. Розробити програму взаємодії з іншими державами світу, зокрема членами НАТО щодо обміну практичним досвідом у сфері військової підготовки.

Ключові слова: вдосконалення, організаційні засади, правові засади, підготовка кадрів, Збройні сили України.