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Institute of Logistics
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Modernisation of the personnel management system of the Armed Forces of Ukraine in the context of the ongoing military conflict with Russia

Modernizacja systemu zarządzania kadrami Sił Zbrojnych Ukrainy w kontekście trwającego konfliktu zbrojnego z Rosją

Oleh Semenenko

SemOl18@ukr.net;
Department of Economic Analysis of Construction and Development Activities of the Armed Forces
of Ukraine, Ukraine

Liliia Semenenko

lilienkoS@outlook.com;
Department of Foreign Languages, National Defence University of Ukraine

Roman Sirchenko

SirRoman4@hotmail.com;
Research Laboratory of Expertise and Certification of Personal Armoured Protective Equipment,
National Defence University of Ukraine

Mariia Yarmolchuk

maryarmol@outlook.com;
Department of Military Training, National Aviation University

Vitalii Kostrach

vitaLKos@hotmail.com;
Centre for Military Science Information, Central Research Institute of the Armed Forces of Ukraine

Abstract. Considering the ongoing military conflict with the Russian Federation, the modernisation of the personnel management system of the Armed Forces of Ukraine is of utmost significance. Effective training of new officers is becoming a strategic task to strengthen the country's defence capability and ensure its national security. The purpose of this research is to thoroughly analyse and justify ways to modernise the personnel management system of the Armed Forces of Ukraine in the context of the current military conflict, with a focus on improving the education and training of the new generation of officers. The research is based on a statistical analysis of data obtained through expert analysis and a survey of highly qualified professionals. Hypothesis in the paper posits that the modernisation of the personnel management system, with a particular emphasis on the education and training of new officers, is crucial for enhancing the defense capabilities of the Armed Forces of Ukraine in the context of the ongoing military conflict with Russia. The research niche includes an in-depth analysis of current challenges and the identification of innovative strategies for improving officer training, leveraging international cooperation, and integrating modern technologies and methodologies into the personnel management framework. The analysis demonstrated that the existing personnel management system of the Armed Forces of Ukraine requires significant modifications to respond to the current challenges of military operations. In particular, there is a need to introduce advanced teaching methods and use modern technologies in the training of officers. In addition, it is essential to improve the organisational structures that provide training for officers. It includes revision of programmes, adaptation to modern conflicts and implementation of international standards of military training. In addition, the psychological and social aspects of the design and development of the officer corps should be considered to ensure its stability and productivity in the long term. A special emphasis is placed on the need to introduce international experience and cooperation with partner countries, which may include the exchange of experience, and joint exercises and training programmes. The results obtained are essential for the development and implementation of strategic plans for the modernisation of the personnel management system of the Armed Forces of Ukraine, which will help to increase the effectiveness of military activities and strengthen the country's defence capabilities in the face of ever-growing security threats.

Keywords: defence capability, security, teaching methods, pedagogical innovations, partnership

Abstrakt. W kontekście trwającego konfliktu zbrojnego z Federacją Rosyjską ogromne znaczenie ma modernizacja systemu zarządzania kadrami Sił Zbrojnych Ukrainy. Skuteczne szkolenie nowych oficerów staje się strategicznym zadaniem wzmacniania zdolności obronnych państwa i zapewnienia jego bezpieczeństwa narodowego. Celem niniejszych badań jest wnikliwa analiza i uzasadnienie sposobów modernizacji systemu zarządzania kadrami Sił Zbrojnych Ukrainy w kontekście aktualnego konfliktu zbrojnego, ze szczególnym uwzględnieniem doskonalenia edukacji i szkolenia nowej generacji oficerów. Badanie opiera się na analizie statystycznej danych uzyskanych w drodze analizy eksperckiej oraz ankiety przeprowadzonej wśród wysoko wykwalifikowanych specjalistów. W artykule postawiono hipotezę, że modernizacja systemu zarządzania kadrami, ze szczególnym naciskiem na kształcenie i szkolenie nowych oficerów, ma kluczowe znaczenie dla wzmocnienia zdolności obronnych Sił Zbrojnych Ukrainy w kontekście trwającego konfliktu zbrojnego z Rosją. Nisza badawcza obejmuje dogłębną analizę bieżących wyzwań i identyfikację innowacyjnych strategii poprawy szkolenia oficerów, wykorzystania współpracy międzynarodowej oraz integracji nowoczesnych technologii i metodologii w ramach zarządzania personelem. Analiza wykazała, że istniejący system zarządzania kadrami Sił Zbrojnych Ukrainy wymaga istotnych modyfikacji, aby odpowiadał aktualnym wyzwaniom działań wojskowych. W szczególności istnieje potrzeba wprowadzenia zaawansowanych metod nauczania i wykorzystania nowoczesnych technologii w szkoleniu funkcjonariuszy. Ponadto niezbędne jest doskonalenie struktur organizacyjnych zapewniających szkolenie funkcjonariuszy. Obejmuje rewizję programów, dostosowanie do współczesnych konfliktów i wdrożenie międzynarodowych standardów szkolenia wojskowego. Ponadto należy wziąć pod uwagę psychologiczne i społeczne aspekty projektowania i rozwoju korpusu oficerskiego, aby zapewnić jego stabilność i produktywność w dłuższej perspektywie. Szczególny nacisk kładzie się na potrzebę wprowadzania międzynarodowych doświadczeń i współpracy z krajami partnerskimi, która może obejmować wymianę doświadczeń oraz wspólne ćwiczenia i programy szkoleniowe. Uzyskane wyniki są niezbędne do opracowania i wdrożenia planów strategicznych modernizacji systemu zarządzania kadrami Sił Zbrojnych Ukrainy, co przyczyni się do zwiększenia efektywności działań wojskowych i wzmocnienia zdolności obronnych kraju w obliczu stale rosnące zagrożenia bezpieczeństwa.

Słowa kluczowe: zdolność obronna, bezpieczeństwo, metody nauczania, innowacje pedagogiczne, partnerstwo

Introduction

Modernising the personnel management system of the Armed Forces of Ukraine is crucial amid the ongoing conflict with Russia, with national security and defense capability as top priorities. The current system needs serious updates to meet modern challenges, as traditional methods fall short in today's military conflicts. This includes developing modern educational programs with innovative pedagogical approaches, integrating advanced technologies and psychological training to enhance officers' resilience in stressful situations. Recent studies have tended to overlook the socio-psychological components crucial for officer development or have focused on broad management strategies without delving into specific educational and training practices (Alomar and Abdallah, 2022; Bawoł, 2023).

The research by Y. Kyrpenko et al. (2023) is devoted to the definition of criteria and indicators for diagnosing the development of methodological competence of future specialist officers in physical training of the Armed Forces of Ukraine. The research examines the key aspects related to the assessment of officers' training in the field of physical training. However, the research does not analyse the specific methods and strategies that can be used to implement the results obtained in the educational process. In addition, the possibility of the impact of the level of methodological competence on the overall readiness of officers to lead in a military conflict was not considered. In the course of the research, the authors did not consider the possibility of using innovative methods of assessing the level of methodological competence.

The research of A. Stanishovskyi (2023) is devoted to the research of ways to improve the quality of education of future officers in military higher education institutions. The author proposes to use objective methods of assessing students' academic achievements to determine the effectiveness of the educational process, to apply modern technologies and teaching methods to improve the quality of education and training of future officers, to consider different specialities and areas in the educational process for comprehensive training of officers. However, this research did not consider the impact of the social environment and psychological factors on the education and training of future officers, and international standards and practices.

The work of O. Serpukhov et al. (2023) is an analysis of methods for effective training and implementation of international experience in the training and use of clandestine units of the Armed Forces of Ukraine. In particular, this research identified the key categories of information that are most important for the successful training and use of clandestine units. In addition, the research analyses the results of training and the impact of different methods on improving the effectiveness of the underground units. Although the authors' research makes an essential contribution to the understanding of the time and information aspects of training, notably, the research did not propose specific ways to improve officer training methods.

In the research by V. Larin et al. (2023) discusses the role of education in ensuring national security, in particular, the issue of training for the Armed Forces of Ukraine. The research confirmed the effectiveness of using advanced methods and technologies in training and the significance of developing and implementing educational programmes designed to train qualified personnel for the Armed Forces of Ukraine. However, this research did not consider the impact of the geopolitical environment and international relations on educational programmes, and aspects of personnel policy.

O. Yuriev (2022) analyses various aspects related to the development of officers' readiness for effective leadership in the context of modern military conflict. The research offers a conceptual approach to understanding officers' readiness to lead and manage, considering the specifics of modern military conflicts. The author analyses in detail the components that constitute officers' preparedness, including technical, organisational, strategic and psychological readiness. However, this research did not consider modern military conflicts in the context of international standards and joint strategies between partner countries. In addition, there was no analysis of the introduction and use of advanced technologies and innovations to test preparedness to lead military operations.

Considering the experience gained and the results of previous studies, the purpose of this research is to thoroughly analyse and substantiate the ways to modernise the personnel management system of the Armed Forces of Ukraine in the context of the ongoing military conflict with the Russian Federation. The main objectives of the research are to analyse the current state of the personnel management system of the Armed Forces of Ukraine, namely to identify the strengths and weaknesses of the existing management system in the context of the challenges posed by the ongoing military conflict; to identify the most critical aspects that need to be modernised, i.e. to identify the key areas and problems that require the most attention and intervention to improve the effectiveness of personnel management; development of proposals for the modernisation of the management system, namely the preparation of specific recommendations and proposals for improving the personnel management system to increase its effectiveness and adaptation to the current conditions of warfare.

Materials and methods

In the current conditions of the ongoing military conflict with the Russian Federation, the issue of effective management of the personnel of the Armed Forces of Ukraine is of utmost significance. Modernisation of the management system has become a necessity to ensure a high level of combat preparedness and adaptation to modern challenges and threats. To address the research objectives, a set of various

methods was used to analyse and justify ways to modernise the personnel management system of the Armed Forces of Ukraine, including surveys and questionnaires of highly qualified individuals, and statistical analysis of data obtained as a result of expert analysis.

A mixed method was chosen for the research, combining several research approaches: quantitative (survey) and qualitative (expert analysis). This approach allowed obtaining in-depth and comprehensive data on the current state of the personnel management system of the Armed Forces of Ukraine.

The expert analysis and survey were conducted based on the National Defence University of Ukraine, which is the leading educational and research institution in Ukraine in the field of military management. To ensure the objectivity and compliance of the research with relevant standards, an expert group was established. This group consisted of one hundred participants from various spheres of military activity and management, namely military officers of various ranks and specialisations with experience in military service, command of military units, planning and conducting military operations; professors of military educational institutions and academies specialising in officer training and exploring the management of military organisations; and academics and researchers engaged in the research of management and training of military personnel.

In this research, expert analysis was used to evaluate the effectiveness of the proposed strategies for modernising the personnel management system of the Armed Forces of Ukraine. Notably, the questionnaires were printed and delivered to the research participants in paper format. The questionnaires contained questions designed to evaluate issues related to the modernisation of the personnel management system of the Armed Forces of Ukraine. The questions covered various aspects, including curricula, officer training, use of modern technologies, etc. The questionnaire was completed in full confidentiality to ensure the independence of the participants and to avoid the influence of external factors. The questionnaire was developed as follows:

- I. Questionnaire of the research participant. Part 1. Assessment of the current state of the human resources management system:
 1. Your assessment of the effectiveness of the current governance system (from 1 to 10, where 1 is not effective at all and 10 is very effective).
 2. What do you think are the main strengths of the current governance system?
 3. What do you think are the main weaknesses of the current governance system?
- Part 2: Recommendations and improvements
 1. What specific steps do you think can be implemented to improve the governance system?
 2. Do you think it is necessary to introduce new curricula and methods? (Yes/No).

3. What new technologies and training methods do you consider to be the most promising for use in officer training?
4. What skills and competences do you consider to be the most important for modern officers?

After the experts completed the questionnaires, the data collected was processed and analysed. Each assessment was considered, and the average values were used to determine the overall level of support for the proposed strategies. Based on the results of the expert analysis, recommendations were developed to select the most effective strategies for modernising the human resources management system. Using expert analysis allowed obtaining objective assessments and recommendations in the field of management of military organisations. It is an essential component in the process of making informed decisions on the modernisation of the personnel management system.

After the expert analysis, it was advisable to survey the members of the expert group. Before the survey was conducted, a questionnaire was carefully designed to include a full list of adverse aspects in the training of new officers. Respondents were provided with questionnaires with a full list of adverse aspects. Each respondent was allowed choosing the 5 most important criteria that, in their opinion, need to be modernised.

- II. Questionnaire of the research participant. Choose the five most important aspects that you think need to be modernised:
 1. Development of new strategies and tactics due to changes in modern threats.
 2. Improving training programmes and methods.
 3. Improving the system of attestation and selection of officers
 4. Development and implementation of modern educational programmes that consider current trends and needs.
 5. Optimisation of communication processes.
 6. Improving the psychological training programme.
 7. Replacement of training staff
 8. Integration of modern information and communication technologies into the learning and management process.
 9. Improving medical training.
 10. Increase the motivation of candidates.
 11. Development of leadership skills.
 12. Increasing the level of practical skills
 13. Optimisation of the reward and incentive system.
 14. Cooperation with foreign partners.
 15. Providing social guarantees and support.

After the completed questionnaires were returned, the data was processed and analysed. Each selected criterion was given a specific weight in the analysis. The results of the survey were compared to identify general trends and determine which

criteria are considered the most critical for modernisation. Based on the results, conclusions were drawn as to which aspects require the most attention and modernisation in the personnel management system of the Armed Forces of Ukraine.

Statistical analysis of data is an important step in research, as it allows identifying patterns, relationships and meaningful differences in a data set. In this research, statistical analysis was used to process and interpret the results of the expert analysis and survey. The initial analysis included the construction of graphs, charts and the calculation of basic statistical indicators. This stage allowed obtaining a general idea of the distribution of experts' assessments.

Each of these methods was used to provide a comprehensive analysis and develop specific recommendations for the modernisation of the personnel management system of the Armed Forces of Ukraine. The combination of these methods provided objective and researchable data that became the foundation for further conclusions and proposals.

The research used a variety of sources and materials to provide a comprehensive overview of the situation and scientifically based recommendations. Using analytical reports and studies made it possible to analyse existing data and assessments on the effectiveness of various personnel management strategies. The analysis of the regulations governing the activities of the Armed Forces of Ukraine provided an opportunity to understand the current management system and identify opportunities for its modernisation. Using structured questionnaires, feedback and assessments were collected from officers who use different strategies in their work. In addition, wider aspects such as technological innovations, psychological aspects of management and social aspects that may affect the effectiveness of different strategies were considered.

All of these materials and sources were used to provide scientifically based conclusions and recommendations for the modernisation of the personnel management system of the Armed Forces of Ukraine.

Results

It is known that the current challenges of military conflict require both military strength and a high level of organisational and strategic preparedness from the Armed Forces of Ukraine. In this context, this research becomes relevant and necessary to ensure the national security and defence of the country. The results of the analysis helped to identify key aspects of the training of new officers that require attention and modernisation and to provide recommendations for improving the personnel management system of the Armed Forces of Ukraine. In particular, the significance of this research lies in the fact that the information and analysis provided will contribute to the further development and implementation of strategies that

will increase the effectiveness and preparedness of the Armed Forces of Ukraine to meet the challenges of a modern military conflict.

Analysis of the current state of the personnel management system of the Armed Forces of Ukraine

One of the objectives of the research was, first of all, to analyse the current state of the personnel management system of the Armed Forces of Ukraine. The research has identified the strengths and weaknesses of the existing management system, identified significant aspects that need to be modernised, and provided practical recommendations that will help to increase the effectiveness and readiness of the Armed Forces to meet the challenges of modern military conflict.

Analysing the current methods of training new officers, several strengths can be identified that are inherent in the current management system in the context of the challenges posed by the ongoing military conflict. One of them is cooperation with partners and other countries (Figure 1). In particular, Ukraine actively cooperates with other countries in the framework of international military operations and joint exercises. It facilitates the exchange of best practices, the development of international cooperation and the improvement of the professional competence of Ukrainian officers. The exchange of experience with partner countries facilitates adaptation to current geopolitical realities and helps to achieve common strategic purposes.

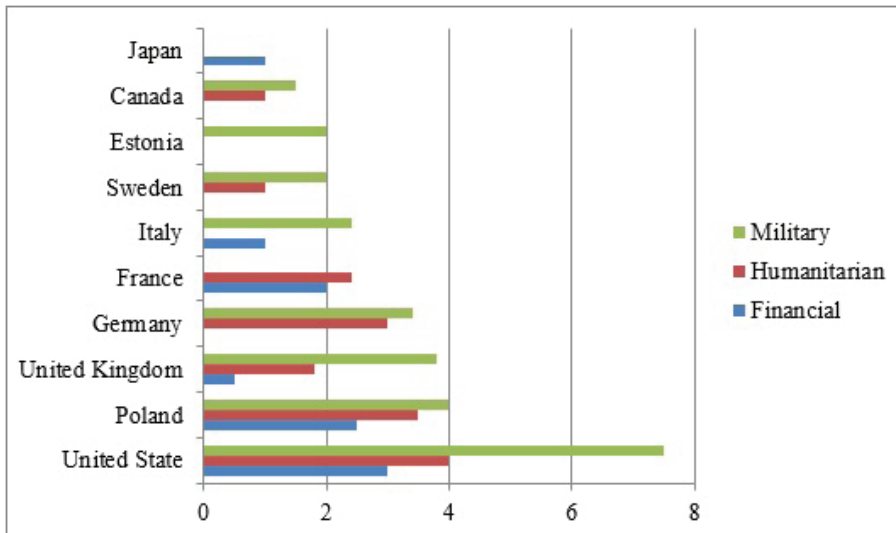


Fig. 1. Ukraine's cooperation with other countries during the war

Source: O. Torychnii and E. Denysenko (2022)

Another strong point is the availability of professional development and training opportunities. Ukrainian officers have the opportunity to attend advanced training courses covering a wide range of military specialities and various seminars and workshops. Participation in international exercises and military exercises allows officers to acquire new knowledge and skills and learn other approaches to solving military problems.

In addition, notably, the high level of theoretical training of officers is one of the strongest points of the personnel management system of the Armed Forces of Ukraine. In particular, officers have a high level of knowledge in the field of military science, which allows them to better understand the essence of military processes and make informed strategic decisions. In addition, officers are trained to analyse complex military situations, considering multiple factors and potential risks (Torychnii and Denysenko, 2022).

These aspects demonstrate that Ukraine's human resources management system has strong foundations and is open to cooperation with partners, staff development and the introduction of modern technologies.

The results of the survey and questionnaire among highly qualified specialists helped to identify several adverse aspects in the training of new officers. Among them is the insufficient level of practical skills. Many opinions suggest that insufficient attention is paid to practical training during training. They point to the need for more intensive training, simulation exercises and training on specialised equipment. Respondents' answers also indicate that they consider medical training to be insufficient, especially in terms of emergency care in combat. Many noted the need for further training in the medical field.

The lack of modern equipment for training new officers is one of the most critical problems in the current system of personnel management in the Armed Forces of Ukraine. Many pieces of modern military equipment in Ukraine are outdated, with exhausted resources and limited capabilities. It complicates the training of officers and their preparedness to perform modern tasks. Simulation equipment is a key element for officer training, especially in virtual or real-world combat environments. The lack of such equipment makes practical training difficult.

Identify the most critical aspects that need to be modernised

In the context of the challenges posed by the ongoing military conflict, special attention should be paid to the critical aspects that require immediate modernisation of the personnel management system of the Armed Forces of Ukraine.

A survey of highly qualified specialists was conducted to identify the most critical aspects requiring modernisation. About 100 military experts and specialists with extensive experience in military management and officer training participated in the survey. The respondents were given questionnaires with a full list of adverse aspects in the training of new officers and were asked to select the 5 most important criteria that need to be modernised.

The results of the survey of highly qualified specialists point to several critical aspects that need to be modernised in the personnel management system of the Armed Forces of Ukraine (Figure 2). Improving the level of practical skills (67%). Most respondents confirmed the problem of insufficient practical skills among officers. They pointed to the need for more intensive practical training, including training on simulators and in conditions as close to real combat as possible.

Improvement of the system of attestation and selection of officers (53%). Respondents noted the need to improve the procedures for the assessment and selection of officers. They indicated that more objective criteria should be considered, and that modern methods and tools for assessing candidates should be used.

Replacement of training personnel (51%). Many respondents expressed the opinion that training personnel should be more practically experienced and have relevant combat experience. They pointed to the need for systematic professional development and participation in training to keep their knowledge and skills up-to-date.

Preparation for psychological stress (45%). Most respondents stressed the significance of psychological training in officer training. They pointed to the need to develop psychological resilience and adaptive skills to help cope with difficult situations and stress.

Increasing motivation (41%). Respondents confirmed the need to increase the motivation of officers. They highlighted the significance of establishing incentives for self-development and professional growth and introducing a reward system.

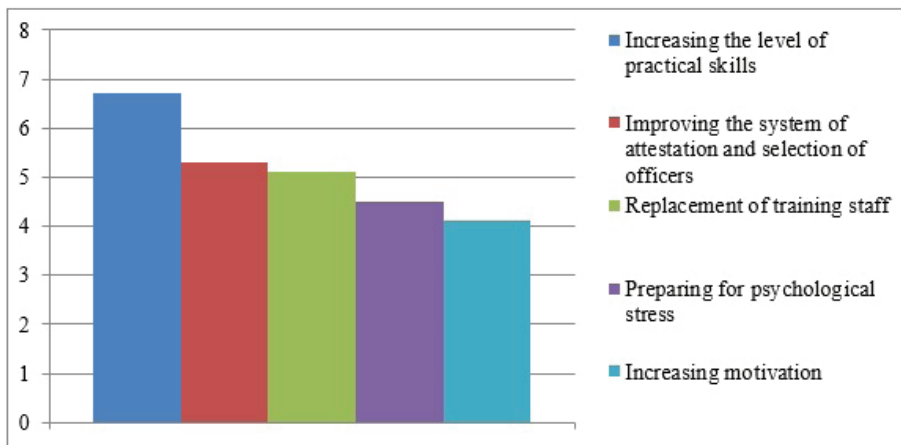


Fig. 2. Elements of the new officer training system that need to be modernised

Source: Own study

The survey results are an essential source of information for the further development and modernisation of the personnel management system of the Armed Forces of Ukraine. They provide clear areas for improving the training of new officers in the context of the ongoing military conflict.

Ways to modernise the management system

Modernising officer training in the Ukrainian Armed Forces is vital for enhancing adaptation to current threats. Key to this is bolstering practical training, where computer simulators and enhanced training facilities can mimic real combat scenarios, as suggested by Havlík et al. (2022), and incorporating modern equipment training as Foxworth (2012) and virtual reality technologies as Maslii et al. (2020) advocate for realistic situational training. Improving officer appraisal and selection, with objective evaluation criteria and a mentoring system for skill and adaptation enhancement, is crucial, as noted by Khadka (2023). Updating the teaching staff with practitioners and utilizing modern teaching technologies and methods, as Chernysh (2022) suggests, can better prepare officers for contemporary challenges. Psychological stress preparation, through individual and team resilience training, and access to professional support, is essential for operational effectiveness, highlighted by Wu et al. (2022). Enhancing candidate motivation through career advancement opportunities, rewards, and social guarantees, as Els and Meyer (2023) recommend, further strengthens military discipline and commitment. Collectively, these measures are essential for the Armed Forces of Ukraine's effectiveness and readiness, aligning military training with modern demands and ensuring national security.

Discussion

This research is devoted to the urgent problem of modernising the personnel management system of the Armed Forces of Ukraine in the context of the ongoing military conflict with the Russian Federation. The research focuses on the urgent need to form a highly qualified and adapted officer corps capable of effectively responding to the dynamic challenges of modern warfare. Through a comprehensive analysis of existing training methods, organisational structures and educational resources, the research identifies key areas in need of reform. Analysing the results of the research, notably, they are not fully consistent with the studies of other authors on similar aspects of the problem.

The research by A. Nechepurenko (2019) delves into the historical evolution of military specialist training within the Ukrainian Armed Forces, providing an analysis from the establishment to the current state. This contrasts with the present study's focus on the personnel management system's current state amidst the

Russia-Ukraine conflict, offering complementary perspectives on military training evolution. T. Whiteside et al. (2019) emphasize the importance of systematic officer training and development, though lacking in addressing psychological training and the incorporation of modern technologies and teaching methods, as well as curriculum adaptability to modern combat scenarios. H. Zhong (2022) highlights the advantages of virtual reality in military psychological training, suggesting its effectiveness in simulating real-life combat situations for enhanced practical skill development. O. Hnydiuk (2022) explores the organisational and pedagogical aspects of the British Armed Forces' officer training, stressing the importance of professional, physical, and psychological preparation using modern pedagogical techniques. This offers valuable insights for enhancing Ukrainian officer training, including the certification and selection processes, for a modernised personnel management system.

According to the results of the research by O. Heřman et al. (2022), the authors identified the key characteristics of officers' strengths as assessed by cadets and soldiers. The research used these groups' assessments of various aspects of officers' character and moral qualities. This research can be useful for understanding and analysing how officers' character traits are assessed by their subordinates and cadets and can provide significant guidance on critical aspects that can be developed in the training of new officers. In comparison to the present research, consideration should be made to how officers' characteristics affect their effectiveness in performing their tasks.

A general analysis of the literature and the results of the author's research allows emphasising that the problem of modernising the personnel management system of the Armed Forces of Ukraine in the context of the ongoing military conflict is relevant and requires further scientific substantiation and practical implementation.

Conclusions

Due to the complexity and unpredictability of modern military conflicts, personnel management requires constant updating and improvement. The ability to effectively manage military forces is critical to Ukraine's national security and defence capability. Therefore, this research is an analytical work designed to modernise the personnel management system of the Armed Forces of Ukraine in the context of the ongoing military conflict with Russia, with a particular focus on the training of new officers. The work was conducted to identify strengths and weaknesses in officer training and to identify ways to further modernise the system.

The research has established that the current system of personnel management in the Armed Forces of Ukraine has its positive aspects. In particular, it is essential to have a high level of theoretical training of officers, which provides them with the

necessary knowledge to perform their duties. Some positive trends in cooperation with partners and other countries should be noted, which could lead to the exchange of experience and the introduction of best practices in officer training.

However, the research demonstrated that there are serious problems and shortcomings in the training of new officers. In particular, the lack of modern equipment for training officers was identified, which could affect their preparedness for duty. Many opinions suggest that the training pays insufficient attention to practical training. In addition, low levels of motivation are a serious problem that can affect the effectiveness of training. Additionally, insufficient preparation for psychological stress has been identified, which can lead to stressful situations in military operations. Notably, the system of attestation and selection of officers needs to be improved to ensure a high standard of candidates.

To address these problems, several ways to modernise the personnel management system have been proposed. An essential stage in the training of officers is to provide them with opportunities for practical application of theoretical material. The introduction of simulators and training complexes that model real-life military situations will help to develop skills and gain experience. In addition, it is essential to establish clear criteria and standards that will allow for the effective selection of candidates, considering the current requirements and peculiarities of military conflict. In addition, there is a need to reform curricula and engage teachers with practical military experience. In addition, motivation should be considered as an integral part of successful training. The introduction of incentives that consider the different needs and motivational factors of each candidate can significantly increase the overall level of motivation and commitment of future officers. Finally, it is crucial to develop programmes and training designed to improve psychological resilience and adaptation to stressful situations. It will allow each officer to effectively cope with difficult situations and make informed decisions under increased pressure.

In addressing these issues, it is necessary to consider the specific characteristics and needs of each military unit and to actively cooperate with partners from other countries to use best practices and technologies in the military sphere. Optimisation of these processes will help to train highly qualified officers who are ready to effectively cope with modern challenges and tasks.

Prospects for further research could be the development of comprehensive modern training programmes based on the latest trends and considering the requirements of the military sphere. In particular, considering the above recommendations, further research could be devoted to the establishment and implementation of real methods to increase the effectiveness of training new officers and improve the overall preparedness of the Armed Forces of Ukraine for the challenges of the present.

In general, the research confirmed the need to modernise the personnel management system of the Armed Forces of Ukraine. Considering these problems and the recommendations offered, it is possible to develop a strategy that will improve

officer training and ensure effective personnel management in the current conditions of military conflict.

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