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## **GENERAL TRENDS IN MILITARY SPECIALISTS' TRAINING OF THE ARMED FORCES OF UKRAINE: HISTORICAL ASPECT**

The article is devoted to analysis of general trends in the Armed Forces of Ukraine military specialists' training are scrutinized in this article from a historical perspective. The factors of reduction in the first officer positions recruitment before the Russian Federation military aggression against Ukraine are analyzed. Those factors are: drawbacks in the state order planning for the training of tactical level specialists, absence of the other sources of officers admission to the first officer positions because of the lack of appropriate legislative framework, and an unsuccessful implementation of the personnel policy and military education tasks that consequently led to a significant officers' training lag behind the real needs of the Armed Forces of Ukraine. In addition, the measures taken by the Defense Agency to stabilize the situation and eliminate the existing incompleteness of the first officer positions are considered. Since 2015, the Defense Agency has suggested several effective methods, primarily in the form of course training for non-commissioned officer personnel who have higher education with the further assignment to the officer personnel positions and award of a military rank of "second lieutenant". The Defense Agency also has run an experiment that involves the enrollment for an experimental program "Leadership Courses" of civil citizens who obtained a bachelor's degree and higher for training (up to 12 months) for the military service under contract in the first officer positions. The suggested forms and means of the servicemen's training are continuously adapted in order to find an optimal way that has to provide the conditions for mastering a certain military specialty on a professional level. The author has studied the latest forms of junior officers' training taking into account the standards of NATO member states. The concept of "military specialists' training" is analyzed in the context of implementation of military education tasks and military personnel policy for the first time. The future research perspective consists in the need to provide the possible ways of the world-leading countries' positive experience usage in order to create an effective career management system for military specialists.

**Key words:** *military education; military personnel policy; the Armed Forces of Ukraine; retraining and developmental training courses; "Leadership courses".*

### **Introduction**

The military specialists' training is carried out in a unified military education system of Ukraine. It has to provide the appropriate level of the Ukrainian army recruitment of professionals who can properly perform complicated tasks under the circumstances of a special period. At the same time, military specialists' training is one of the priorities in the military personnel policy implementation as well as an important factor for the Ukrainian army personnel resources development.

According to the modern conditions, it is necessary to modernize the current Ukrainian army recruitment and training system taking into consideration the world's trends in this field. Furthermore, the introduction of new forms and methods of military personnel's training is carried out in the midst of military operations in Eastern Ukraine that includes the search for an effective model of the Ukrainian Armed Forces recruitment and training.

Scrutinizing the transformation processes in the Ukrainian army, national researchers of the modern history of Ukraine mostly use problematic and chronological approach and analyze the obtained results in the context of relevant state military development programs.

The research works of H.P. Vorobiov (2013), M.V. Hrebenuk (2012), R.L. Kolos (2004), O.I. Kuzmuk (2013), V.H. Kuravskiy (2012), O.O. Nashyvochnikov (2016), I.I. Sokal (2004) are an example of such approach. These works deal with the issues of formation of the certain branches of the Ukrainian Armed Forces and reformation of the state security and defense sectors. They also dwell on historical experience in the tactical level military specialists' training at the military educational institutions.

M.I. Neshchadym (2003), V. M. Teleylym (2013), V.H. Radetskyi (2009) studied the issues of military education system of Ukraine reforming. A.P. Medvid (2015), M.P. Dumenko (2016), O.L. Gapeyeva (2013) analyzed the problems of effective use of personnel resources, as well as some aspects of personnel management and recruitment of the Armed Forces of Ukraine. M.V. Hrebenuk (2012) was the first who suggested the periodization of personnel policy's main stages according to the organizational and conceptual foundations of military development.

The analysis of current scientific studies gives grounds to suggest that the main issues of implementation and development of the military specialists' training system are the negative influence of a number of objective factors,

such as limited funding of the state security and defense sectors, low level of military personnel welfare services, lack of systematic and complex approach to the personnel management issues as well as orientation only on quantitative indicators.

The aim of the issue is to specify the peculiarities of military specialists' training system at the present stage of the Ukrainian army development.

#### Methods

The author used methods of analysis, synthesis, induction, deduction, as well as historical-genetic and descriptive methods.

So, the use of historical-genetic method allowed the author to study the transformation processes in the training of military specialists. The author has analyzed the existing legislation using methods of analysis and synthesis.

#### Results and Discussion

It is well-known that as a result of the Ukrainian army unsuccessful reforms during 1992-2012, with the onset of Russian Federation armed aggression against our country, not only general drawbacks in the military personnel's training and retraining system have appeared, but also the so-called "legislative gaps", which consisted in discrepancy between the already planned measures and current legislative base.

During 2006-2012, it was impossible to avoid the negative tendency toward reducing the recruitment level in Ukraine, high staff turnover, in particular, junior officers and military personnel under contract due to the decline in the prestige of military service, insufficient individual work with personnel, as well as omissions in making and implementing personnel decisions.

Since 2006, the number of militaries assigned to the first officer positions was less than the number of vacant position and this gap was increasing every year. In 2011, during the last year of the State Program for the Development of the Armed Forces of Ukraine (2006-2011), the number of vacant positions of low-ranking officers was 5.9 times higher than the number of assigned junior-officers (*Bila knyha, 2008*).

Since the number of graduates-lieutenants was decreasing from year to year, among the main reasons that caused such situation, the range of drawbacks in state order planning for the training of tactical level specialists should be pointed out. Moreover, the other sources of admission to the first officer positions (for example, the enlisted reserve officers for military service under contract) were not well planned and under resourced by the proper legislative framework.

As a result, the level of education organization along with the training of privates and non-commissioned officers has substantially deteriorated that caused the inability to organize proper exploitation, maintenance, armament and military equipment preservation as well as the decrease in the level of combat capability of military units.

The main reasons for the understaffing of first officer positions over a period of time, that is considered, were the unsuccessful implementation of personnel policy and military education tasks, which ultimately led to a significant officers' training lag behind the real needs of the Armed Forces of Ukraine. In addition, the practice of neglecting social and humanitarian factors in the defense policy and ill-considered reforms led to the so-called "futility" of junior officers' military service.

In order to eliminate the incomplete positions of the primary sector, a decision was made to appoint high military school graduates to officer positions with shorter terms of their studies (from 5 to 4 years and 2 months). Also military personnel in the rank of "senior warrant officer (senior praporshchik)" and "warrant officer (praporshchik)" were appointed to the first officer positions, especially those who obtained bachelor's degree and higher.

Another important step in overcoming the understaffing was the substitution of first officer positions for a non-commissioned officer position. The implementation of this decision also had to level a certain disproportion that has developed.

Summarizing the abovementioned, we can conclude that due to the irresponsible reforms of the Ukrainian army, especially in the period 2006-2012, with the onset of the Russian military aggression against Ukraine, there was an urgent need to introduce effective forms of junior officers' training and improve the current legislative framework with the purpose of ensuring proper Ukrainian army recruitment.

Several documents were processed and approved at the state level during 2015-2017. These documents have become fundamental for the current military personnel policy implementation: the law of Ukraine "On the National Security of Ukraine" of June 21, 2018, № 2469-VIII; the National Security Strategy of Ukraine approved by the decree of the President of Ukraine of May 26, 2015, № 287/2015; the Military Doctrine of Ukraine, approved by the decree of the President of Ukraine of September 24, 2015, № 555/2015; The Concept of the Development of the Security and Defense Sector of Ukraine approved by the decree of the President of Ukraine of March 14, 2016, № 92/2016; The Strategic Defense Bulletin of Ukraine enacted by the decree of the President of Ukraine of 06 June 2016 № 240/2016; The State Program for the Development of the Armed Forces of Ukraine for the period up to 2020, enacted by the decree of the President of Ukraine of March 22, 2017, № 73/2017, etc.

The Concept of military personnel policy in the Armed Forces of Ukraine for the period up to 2020 and the action plan to implement the abovementioned concept were approved by the decree of the Ministry of Defense of Ukraine of 26 June 2017 № 342. They aimed at the creation of an integral system for the formation, training, and effective use of personnel in accordance with the needs of Ukrainian Armed Forces as well as at the assurance each person's needs and formation of motivation for military service along with the possibility of realizing their potential during the training.

The creation of professional non-commissioned officer personnel and the provision of first officer positions recruitment is, starting from 2015, one of the topical issues of the Ukrainian army development.

For that purpose, the Defense Agency has suggested several effective methods: course training (staff development) and retraining of the officers and non-commissioned officers according to the new military specialty; military training courses (3 months) for the non-commissioned officers with an assignment to the officer personnel positions and promotion to "second lieutenant"; arranging "the pilot project" such as experimental program "Leadership Courses". This project involves the enrollment of civil citizens who obtained a bachelor's degree and higher for training (up to 12 months) for the contract enlisted military service in the first officer positions. The proposed forms

and methods of military personnel's training are constantly adjusting in order to find an appropriate version, which should provide the conditions for mastering a certain military specialty on a professional level.

The first years of Anti-Terrorist Operation (ATO) in Eastern Ukraine have shown the military units personnel services' readiness to task accomplishment concerning the military specialists' selection and their ability to provide high combat and mobilization readiness. Dumenko M. stated: "As at March 2014, the staffing level of the personnel services was no more than 60 % without taking into account the militaries' training rates which were at a very low level" (Dumenko, 2016).

Apart from this, according to the current "Typical standards for the personnel employment" the number of personnel service was also at a low level but it was subsequently increased by the decree of the Minister of Defense of Ukraine of 13 July 2017 № 334.

Private and non-commissioned officer personnel who have higher education retraining and developmental training in the military training courses with an assignment to the officer personnel positions for the personnel services recruitment (for the first time in Ukraine) was introduced at the Petro Sahaidachnyi National Army Academy between September 14 and December 14, 2015. Only 10 militaries studied under military occupational specialties (MOS) for "Recruitment of troops and record keeping. Career management". This number could not help in the qualitative and operational recruitment of personnel service officer positions by professionally trained staff to the identified indicators. The number of such militaries in the following training courses was also insignificant. Consequently, the Commander of military units assigned to the personnel service officers without appropriate training or service experience. Also, the newly appointed officers could not be sent to the developmental training because of the low level of personnel service stuffing. Such personnel's training was carried out in the process of fulfilling their duties by positions.

Given the abovementioned, we consider that in order to ensure the well-worked personnel services recruitment by professionally trained staff under the circumstances of a special period, the military specialists' training for the group of MOS-29 "Mobilization and personnel work. Defense planning" should be carried out in the following ways:

- Include the high-military school cadets to the academic program of such training discipline as "Human resources. Personnel management";
- Increase the state order for the main occupation of team specialty and select those cadets who demonstrate the best results in the discipline "Human resources. Personnel management" with further assignment to the position in the group of MOS-29;
- Introduce distance learning as a modern and promising direction for the military specialists' training;
- Continue the officers' training in developmental training at high military schools.

Taking into account the necessity of operational recruitment of the Ukrainian army by trained officer personnel, it was decided that the private and non-commissioned officer personnel who have completed higher education would be trained in military training courses at high military schools (hereinafter - HMS) with the further award of a military rank of "second lieutenant".

According to the requirements of a number of gui-

delines, the training of this category of militaries at the Petro Sahaidachnyi National Army Academy was first conducted between September 14 and December 14, 2015, in the following groups of MOS: control of combat operations of forces. Combat use of mechanized, tank, airborne troops and marines; control of combat operations of rocket troops and artillery and coastal artillery troops; combat use of operational-tactical and tactical missiles, land artillery and coastal rocket and missile artillery ordnance; combat use of military units and units of artillery intelligence; engineering support of combat operations of forces; mobilization and personnel work, defense planning; organization of moral and psychological support of troops. Organization of cultural-educational, educational work and leisure; Engineering armament.

It should be noted that during the practical component of the training students were working on the territory of the Yavoriv training area; where the best scientific and pedagogical workers of the Academy were involved in their training. The latter emphasized a high motivation of that category of military personnel, most of whom had combat experience and demonstrated the proper level of knowledge, skills, and abilities during the final exams.

In addition to that, the range of drawbacks in cadets' selection and graduates' assignment to the officer personnel positions should be mentioned. For example, the militaries selected for training during the partial mobilization did not express a desire to enroll for the military service under contract after receiving the officer rank of "second lieutenant" and tried to transfer to the reserve.

It should be also specified that since September 2015, more than 700 sergeants and soldiers have been trained in the National Army Academy and they joined the ranks of officers corps of the Armed Forces of Ukraine with dignity.

It should be noted that the civil citizens' training who obtained a bachelor's degree and higher for the military service in the first officer positions is carried out in the system of retraining (in order to master another profession). Civil citizens' retraining is aimed at the vocational training in military occupational specialties of the tactical level of education such as "Combat application of mechanized formations and military units", and "Combat application of formations, military units and ground artillery units".

In general, the order of enrollment for studies and the pilot program for the training of military specialists on the "Leadership Courses" are carried out by the following stages:

- enrollment for the "Leadership Courses" under the Head of Hetman Petro Sahaidachny National Army Academy order according to the results of the competitive admissions;
- conclusion the contracts of military service at the rank of private personnel with civil citizens and their retention in the positions of cadets of the training center;
- awarding a military rank of junior sergeant to the students of the courses with the simultaneous conclusion of the contracts for the military service in the non-commissioned officer personnel position; assigning to the position of "student of the course" on the results of mastering the educational material of basic combined arms training and professional training;
- completing a basic combat training course in the field that corresponds with military occupational specialties of the first officer positions. In case of the final examination successful completion the qualification level of "officer of the tactical level" is obtained along with the contract con-

clusion of military service in the officer personnel positions and awarding a military rank of "second lieutenant" as well as an assignment in the position of platoon commander to a combat military unit.

It should be noted that the Ministry of Defense of Ukraine has made the appropriate amendments to the range of regulatory legal acts.

### Conclusions

The conducted analysis of the junior officers' training in the historical retrospective and at the current stage of the development of the Armed Forces of Ukraine gives grounds draw conclusions about existence of certain features: since 2014 for the purpose of completion of primary officer positions in a short time a number of effective forms - from three month course preparation of the persons of non-commissioned officers who have finished higher educational institutions with the subsequent assignment of primary officer rank before introduction of the pilot project-summer "Leadership Courses" which release recently took place in Petro Sagaydachny National Army Academy was begun and successfully introduced. The target audience of future officers has also changed: if earlier the selection was carried out from among military servicemen under the contract, then with the introduction of "Leadership courses" it became possible to involve civilian youth under the age of 30 years, who have an educational qualification level not lower than "bachelor". We confirm the need to continue the personnel's training, since it allows, in a very short time to replace the number of first officer positions such as the commander of platoon and company by the motivated and trained servicemen. In the future, we plan to explore the possible ways of the world-leading countries' positive experience usage in order to create an effective career management system for military specialists.

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### **ЗАГАЛЬНІ ТЕНДЕНЦІЇ ПІДГОТОВКИ ВІЙСЬКОВИХ ФАХІВЦІВ ЗБРОЙНИХ СИЛ УКРАЇНИ: ІСТОРИЧНИЙ АСПЕКТ**

У статті проаналізовано сучасні тенденції підготовки військових фахівців як одного із пріоритетних напрямів реалізації військової кадрової політики і необхідної умови формування кадрового потенціалу збройних сил. На сучасному етапі розбудови українського війська виникла необхідність модернізації існуючої системи комплектування з урахуванням світових тенденцій у цій галузі. При цьому упровадження новітніх форм і методів навчання відбувається на тлі ведення бойових дій на Сході нашої держави, що передбачає пошук оптимальної моделі підготовки та комплектування ЗС України. Автор зазначає, що трансформаційні процеси в українському війську вітчизняні дослідники новітньої історії України розглядають у контексті відповідних Державних програм військового будівництва. Автором в історичній ретроспективі досліджено наслідки невдалих реформ українського війська протягом 1992-2012 рр., які з початком збройної агресії Російської Федерації проти нашої держави на тлі недостатнього наукового й правничого супроводу процесу будівництва ЗС України, продемонстрували не тільки загальні недоліки у системі підготовки та підвищення кваліфікації військових фахівців, але й т.зв. "законодавчі прогалини", які полягали у невідповідності запланованих заходів існуючій нормативно-правовій базі. Автор описує низку результативних методів щодо забезпечення укомплектованості первинних офіцерських посад, зосереджуючи увагу на цілісній системі курсової підготовки (підвищення кваліфікації) та експериментальній програмі "Курсів лідерства".

*Ключові слова:* військова освіта; військова кадрова політика; Збройні Сили України; курси підготовки та підвищення кваліфікації; "Курси лідерства".

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