



## Modernizing Personnel Management in the Armed Forces of Ukraine During Military Conflict: Training New Officers

*Oleh Semenenko,<sup>1</sup> Liliia Semenenko,<sup>2</sup> Roman Sirchenko,<sup>2</sup> Mariia Yarmolchyk,<sup>3</sup> and Vitalii Kostrach<sup>1</sup>*

<sup>1</sup> *Central Research Institute of the Armed Forces of Ukraine, Kyiv, Ukraine*

<sup>2</sup> *National Defense University of Ukraine, Kyiv, Ukraine*

<sup>3</sup> *Department of Military Training, National Aviation University, Kyiv, Ukraine*

**Abstract:** Considering the ongoing military conflict with the Russian Federation, the modernization 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 defense capability and ensure national security. This research aims to thoroughly analyze and justify ways to modernize the personnel management system of the Armed Forces of Ukraine in the context of the current military conflict, focusing on improving the education and training of the new generation of officers. It is based on a statistical analysis of data obtained through expert analysis and a survey of highly qualified professionals. The study 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 training officers. Additionally, improving the organizational structures that provide officer training is essential. This includes revising programs, adapting to modern conflicts, and implementing international training standards. Psychological and social aspects of the officer corps' design and development should be considered to ensure long-term stability and productivity. Special emphasis is placed on introducing international experience and cooperation with partner countries, exchange of experiences, joint exercises, and training programs.

**Keywords:** defense capability, security, teaching methods, pedagogical innovations, international experience, partnership.

## Introduction

The modernization of the personnel management system of the Armed Forces of Ukraine is one of the most important and urgent issues facing the country amidst the ongoing military conflict with the Russian Federation. In the context of the current geopolitical challenges, Ukraine's national security and defense capabilities have become the highest priority for the government and military leadership. The success of modernizing and training the new officer corps of the Armed Forces of Ukraine is crucial not only for the effectiveness of military operations but also for the overall stability and security of the country.

The problem at hand is that the existing personnel management system requires significant modernization to respond to contemporary challenges and threats effectively. Conventional approaches and methods are insufficient in the context of modern military conflicts. To effectively train a new generation of officers, it is essential to develop modern educational programs, incorporate innovative pedagogical methods, and assess their effectiveness. Modern conflicts demand that armies utilize high-tech equipment and efficient communication tools. Therefore, the challenge is to integrate advanced technologies and ensure information security in training new officers in the Armed Forces of Ukraine. In prolonged conflicts, personnel must possess strong psychological resilience and the ability to perform effectively under stress. Consequently, there is an urgent need to implement comprehensive psychological training.

Our analysis of recent publications in this area identifies several shortcomings and gaps in the scientific consideration of the problem. Some studies focus exclusively on the technical aspects of modernization, neglecting the socio-psychological dimensions essential for the design and development of the officer corps. Other works analyze general management strategies without addressing the practical aspects of officer education and training.

The research by Kyrpenko and colleagues focuses on defining criteria and indicators for diagnosing the development of methodological competence among future specialist officers in physical training for the Armed Forces of Ukraine.<sup>1</sup> The study examines key aspects related to assessing officers' physical training. However, it does not analyze the specific methods and strategies that can be used to implement these findings in the educational process. Additionally, the authors did not consider the potential impact of the level of methodological competence on the overall readiness of officers to lead in a military conflict. The

---

<sup>1</sup> Yevhenii Kyrpenko, Vasyl Yagupov, and Serhii Zhembrovskiy, "Criteria and Indicators for Diagnosing the Formation of Methodical Competence of Future Officers – Specialists in Physical Training of the Armed Forces of Ukraine," *Scientific Issues of Ternopil Volodymyr Hnatiuk National Pedagogical University* 1, no. 1 (2023): 200-211, <https://doi.org/10.25128/2415-3605.23.1.26>. – in Ukrainian

research also did not explore the possibility of using innovative methods to assess methodological competence.

The research by A. Stanishovskyi focuses on improving the quality of education for future officers in military higher education institutions.<sup>2</sup> The author proposes using objective methods to assess students' academic achievements to determine the effectiveness of the educational process, applying modern technologies and teaching methods to enhance the quality of education and training, and considering different specialties and areas for comprehensive officer training. However, this research did not address the impact of the social environment and psychological factors on the education and training of future officers, nor did it consider international standards and practices.

The work of Serpukhov and colleagues analyzes methods for effective training and the implementation of international experience in the training and use of special operations units of the Armed Forces of Ukraine.<sup>3</sup> In particular, this research identifies the key categories of information most important for the successful training and deployment of units in covert operations. Additionally, the study examines the results of training and the impact of different methods on improving the effectiveness of the undercover units. While the authors' research contributes substantially to understanding the timing and informational aspects of training, it does not propose specific ways to improve officer training methods.

V. Larin and colleagues study the role of education in ensuring national security, focusing on training for the Armed Forces of Ukraine.<sup>4</sup> The research confirms the effectiveness of using advanced methods and technologies in training. It underscores the significance of developing and implementing educational programs to train qualified personnel for the Armed Forces of Ukraine. However, this study does not consider the impact of the geopolitical environment and international relations on educational programs, nor does it address aspects of personnel policy.

O. Yuriev analyzes various aspects related to the development of officers' readiness for effective leadership in the context of modern military conflict.<sup>5</sup> The

---

<sup>2</sup> Artur A. Stanishovskyi, "Directions of Improving the Quality of Future Officers' Training at Military Higher Educational Institutions," *Scientific Herald of Sivershchyna* 10, no. 1 (2023): 235-251, <https://doi.org/10.32755/sjeducation.2023.01.235>. – in Ukrainian

<sup>3</sup> Oleksandr Serpukhov et al., "Kind-time Analysis of Information for the Learning and Implementation of the Experience in the Preparation and Use of Sub-units of the Armed Forces of Ukraine," *Advanced Information Systems* 7, no. 1 (2023): 41-46, <https://doi.org/10.20998/2522-9052.2023.1.07>.

<sup>4</sup> Volodymyr V. Larin, Viktoriia P. Hmyria, and Liudmyla V. Romanovska, "The Role of Education in Ensuring National Security: Training of Scientific Personnel for the Armed Forces of Ukraine," *Scientific Works of the State Scientific Research Institute of Armament and Military Equipment Testing and Certification* 17, no. 3 (2023): 137-142, <https://doi.org/10.37701/dndivsovt.17.2023.16>.

<sup>5</sup> O. Yuriev, "Nature, Structure and Concept of Command and Control Readiness of the Future Officers of the Armed Forces of Ukraine in the Modern Warfare," *Bulletin of*

research offers a conceptual approach to understanding officers' readiness to lead and manage, considering the specifics of modern military conflicts. The author analyzes in detail the components that constitute officers' preparedness, including technical, organizational, strategic, and psychological readiness. Yet, this research does not consider modern military conflicts in the context of international standards and joint strategies between partner countries. In addition, there is no analysis of the introduction and use of advanced technologies and innovations to test preparedness for leading military operations.

Considering the experience gained and the results of previous studies, the purpose of this research is to thoroughly analyze and substantiate ways to modernize 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 as follows:

- *Analyze the current state of the personnel management system of the Armed Forces of Ukraine:* This involves identifying the strengths and weaknesses of the existing management system, given the challenges posed by the ongoing military conflict.
- *Identify the most critical aspects that need modernization:* This entails pinpointing the key areas and problems that require the most attention and intervention to improve the effectiveness of personnel management.
- *Develop proposals for the modernization of the management system:* This includes preparing specific recommendations and proposals for improving the personnel management system to increase its effectiveness and adapt to the current conditions of warfare.

## Materials and Methods

In the 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. Modernizing the management system has become necessary to ensure high combat preparedness and adaptation to modern challenges and threats. To address the research objectives, various methods were employed to analyze and justify ways to modernize the personnel management system of the Armed Forces of Ukraine. These methods included surveys and questionnaires of highly qualified individuals and statistical analysis of data obtained through expert analysis.

A mixed-method approach was chosen for the research, combining quantitative (survey) and qualitative (expert analysis) methods. This approach allowed for the collection of 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 at the National Defence University of Ukraine, Ukraine's leading educational and research institution for military management. To ensure research objectivity and compliance with relevant standards, an expert group was established. This group consisted of one hundred participants from various spheres of military activity and management. These participants included military officers of various ranks and specializations with experience in military service, command of military units, and planning and conducting military operations; professors from military educational institutions and academies specializing in officer training and management of military organization; and academics and researchers focused on personnel management and military training.

Expert analysis was employed to evaluate the effectiveness of the proposed strategies for modernizing the personnel management system of the Armed Forces of Ukraine. The questionnaire (see Annex 1) was printed and delivered to the research participants on paper. It was designed to evaluate various issues related to the modernization of the personnel management system. The questions covered a range of aspects, including curricula, officer training, and the use of modern technologies. Each questionnaire was completed in full confidentiality to ensure the independence of the participants and avoid the influence of external factors.

After the experts completed the questionnaires, the collected data was processed and analyzed using several sophisticated techniques to ensure a thorough and accurate evaluation of the experts' responses. Initially, descriptive statistics were applied to summarize the data, providing a clear understanding of general trends and response distributions. This step included calculating mean values to determine the average level of agreement or support for the proposed strategies to modernize the personnel management system of the Armed Forces of Ukraine. To delve deeper into the data, inferential statistical methods were used to assess relationships between different variables and identify significant patterns or differences in the responses. This involved using t-tests or ANOVA (Analysis of Variance) when comparing more than two groups to discern statistically significant variances in opinions among different ranks or specializations within the military. Furthermore, thematic analysis was conducted on open-ended responses to extract qualitative insights. This involved coding the data into themes or categories, allowing for the identification of commonalities and divergences in opinions regarding the personnel management system's modernization needs.

The combination of quantitative and qualitative data analysis techniques provided a comprehensive view of the expert assessments, facilitating a nuanced understanding of the strengths and weaknesses of the current personnel management system and the areas most in need of modernization. This mixed-methods approach ensured both the breadth and depth of the data were explored, leading to well-rounded conclusions and recommendations.

Average values were calculated to determine the overall level of support for the proposed strategies. Based on the results of expert analysis, recommendations were developed to identify the most effective strategies for modernizing the human resources management system. Using expert analysis provided objectivity – a crucial feature in making informed decisions on modernizing the personnel management system.

After the expert analysis, a survey of the expert group members was conducted. Before that, a questionnaire was carefully designed to include a comprehensive list of adverse aspects of new officers' training. Respondents were provided with this questionnaire and asked to select the five most critical criteria they believed needed modernization (Annex 1).

After the completed questionnaires were returned, the data was processed and analyzed. Each selected criterion was assigned a specific weight in the analysis. The survey results were compared to identify general trends and determine which criteria are most critical for modernization. Based on these results, conclusions were drawn regarding which aspects require the most attention and, respectively, modernization in the personnel management system of the Armed Forces of Ukraine.

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

Each method was employed to provide a comprehensive analysis and develop specific recommendations for the modernization of the personnel management system of the Armed Forces of Ukraine. Combining these methods yielded objective and researchable data, forming the foundation for subsequent conclusions and proposals.

The research utilized a variety of sources and materials to provide a comprehensive overview of the situation and scientifically based recommendations. Analytical reports and studies were employed to analyze existing data and evaluate the effectiveness of various personnel management strategies. Examining the regulations governing the activities of the Armed Forces of Ukraine allowed for an understanding of the current management system and identifying opportunities for its modernization. Structured questionnaires were used to collect feedback and assessments from officers who employ different strategies in their work. Additionally, broader aspects such as technological innovations, psychological aspects of management, and social factors that may influence the effectiveness of various strategies were considered. All of these materials and sources were used to derive scientifically based conclusions and recommendations for the modernization of the personnel management system of the Armed Forces of Ukraine.

## **Research**

It is well-established that current military conflicts demand not only military strength but also a high level of organizational and strategic preparedness of the armed forces. This research is particularly relevant and necessary in this context, as it plays a critical role in ensuring Ukraine's national security and defense. The analysis has identified key areas in the training of new officers that require modernization and has provided specific recommendations for enhancing the personnel management system of the Armed Forces of Ukraine. Its significance lies in its contribution to developing and implementing strategies that will bolster the effectiveness and preparedness of the Armed Forces of Ukraine in addressing the challenges posed by modern military conflicts.

### ***Analysis of the Current State of the Personnel Management System***

One main research objective was to analyze the current state of the personnel management system of the Armed Forces of Ukraine. The research identified the strengths and weaknesses of the existing system, pinpointed significant aspects requiring modernization, and provided practical recommendations to enhance the effectiveness and readiness of the Armed Forces to meet the challenges of modern military conflict.

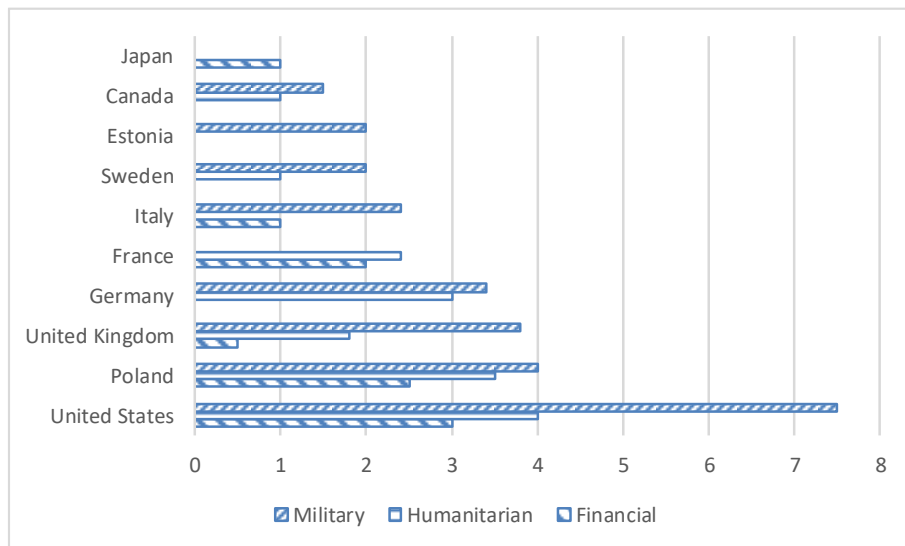
Analyzing the current methods of training new officers, several strengths are inherent in the current management system, especially in view of current challenges. One significant strength is the cooperation with partners and other countries (Figure 1). Ukraine actively engages in international military operations and joint exercises, facilitating the exchange of best practices and strengthening international cooperation. This collaboration improves the professional competence of Ukrainian officers, enables adaptation to current geopolitical realities, and helps achieve common strategic goals.

Another strong point is the availability of professional development and training opportunities. Ukrainian officers can attend advanced training courses that cover a wide range of military specialties, as well as various seminars and workshops. Participation in international exercises and military operations allows officers to acquire new knowledge and skills and to learn different approaches to solving military problems.

In addition, 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. Officers possess extensive knowledge in military science, enabling them to understand the essence of military processes better and make informed strategic decisions. Moreover, they are trained to analyze complex military situations, considering multiple factors and potential risks.<sup>6</sup>

---

<sup>6</sup> Torychnii and Denysenko, "Scientific-research Competence in the System of Future Officers' Military-professional Education."



**Figure 1: Ukraine's Cooperation with Other Countries during the War.<sup>7</sup>**

These aspects demonstrate that Ukraine's personnel 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 identify several adverse aspects in training new officers. Among them is the insufficient level of practical skills. Numerous opinions indicate that practical training is often overlooked during the training process. Respondents highlighted the need for more intensive training, simulation exercises, and hands-on experience with specialized equipment.

Another significant concern was the insufficient medical training, particularly in emergency care during combat. Many respondents noted the necessity for enhanced training in the medical field, emphasizing that officers should be better prepared to provide emergency care in battlefield conditions.

The lack of modern equipment for training new officers was identified as one of the most critical problems in current personnel management. Much of the military equipment in Ukraine is outdated, with exhausted resources and limited capabilities. This situation complicates officers' training and hinders their functional preparedness. Simulation equipment is key for training officers, especially in virtual or real-world combat environments. The absence of such equipment complicates the practical training of officers.

<sup>7</sup> Oleksandr Torychnii and Evhenii Denysenko, "Scientific-research Competence in the System of Future Officers' Military-professional Education," *Ukrainian Professional Education*, no. 11 (2022): 142-149, <https://doi.org/10.33989/2519-8254.2022.11.275575>. – in Ukrainian



The low level of motivation among future officers is a serious problem that affects the quality of their training and their preparedness to perform duties under difficult military conditions. Stressful situations, military conflicts, and service demands can deteriorate the psychological state of officers. The absence of a psychological support system and insufficient attention to mental health can further diminish motivation. Additionally, a lack of appropriate support and encouragement from higher command significantly impacts motivation and belief in success. Differences in values and attitudes between superiors and subordinates can also affect the perception of service goals and objectives, further influencing motivation.

Another problem is the lack of preparation for psychological stress. Insufficient attention to psychological training leaves future officers unprepared for the mental stress of military service. A lack of stress and emotion management skills can deteriorate officers' emotional states while performing their duties. Additionally, inadequate training and simulations of adrenaline-fueled situations can hinder their ability to respond appropriately in extreme conditions. These aspects highlight the need for thorough psychological training to ensure officers can effectively perform their duties and manage psychological challenges in a military conflict. To summarize, these issues are critical to the effective training of new officers and require priority attention and modernization.

### ***Identification of Most Critical Modernization Needs***

In the context of the challenges posed by the ongoing military conflict, special attention should be paid to the critical aspects requiring immediate modernization of personnel management. A survey of highly qualified specialists was conducted to identify the most critical aspects requiring modernization. Approximately 100 military experts and specialists with extensive experience in military management and officer training participated in the survey. The respondents received questionnaires containing a comprehensive list of adverse aspects of new officers' training and had to select the five most important aspects that need modernization.

The survey results highlight several critical personnel management aspects that require modernization (Figure 2). The most pressing issue identified is the need to improve practical skills, with 67 % of respondents emphasizing this problem. They indicated a significant deficiency in practical training among officers and stressed the necessity for more intensive practical exercises, including simulators and training in environments that closely mimic real combat situations.

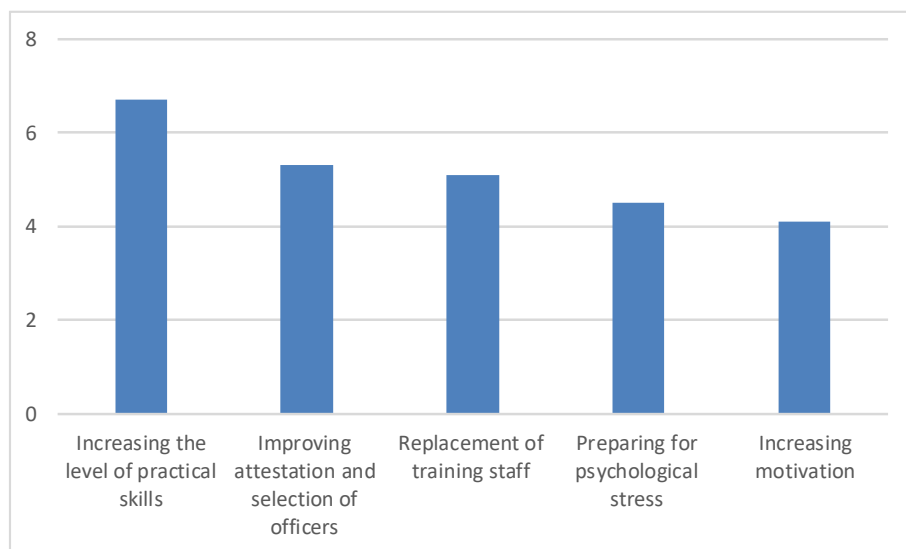
Additionally, 53 % of respondents highlighted the need for improvement in the system of attestation and selection of officers. They noted that the current procedures for assessing and selecting officers are inadequate and suggested that more objective criteria should be considered. Furthermore, they recommended the use of modern methods and tools for evaluating candidates to ensure a more effective and fair selection process.

Another critical aspect identified is the replacement of training personnel, with 51 % of respondents expressing the need for instructors with more practical and relevant combat experience. They emphasized the importance of systematic professional development for training staff, ensuring that their knowledge and skills remain current and aligned with the realities of modern military conflict.

Another crucial aspect identified is the preparation for psychological stress, with 45 % of respondents emphasizing the importance of psychological training in officer development. They highlighted the necessity of cultivating psychological resilience and adaptive skills, enabling officers to effectively manage challenging situations and stress.

Increasing motivation, with 41 % of respondents highlighting its importance, is another critical aspect requiring attention. The respondents emphasized the need to boost officer motivation by creating incentives for self-development and professional growth. They also pointed out the significance of implementing a comprehensive reward system to recognize and encourage outstanding performance, thereby fostering a more motivated and committed officer corps.

The survey results are an essential source of information for further developing and modernizing the personnel management system of the Armed Forces of Ukraine. They clearly highlight key areas that require improvement in training new officers, especially in the context of the ongoing military conflict. By addressing these identified issues, the Armed Forces of Ukraine can enhance their overall effectiveness and preparedness to face modern military challenges.



**Figure 2: Elements of the New Officer Training System That Need to Be Modernized.**

## Ways to Modernize the Management System

Modernizing the management system of officer training is a critical step to increase the effectiveness and adaptability of the Armed Forces of Ukraine to modern challenges and threats.

### *Strengthening Practical Training*

Strengthening the practical training of officers is essential for ensuring their preparedness for effective service in modern conditions. To improve the acquisition of practical skills, it would be appropriate to use computer simulators and programs that train officers in conditions as close as possible to real combat situations. This allows for the reproduction of different scenarios and analyzing actions in a virtual environment.<sup>8</sup>

In addition, it is crucial to improve and expand the training facilities. This involves modernizing and expanding existing training grounds, ranges, and areas for practical training. Participants must have the opportunity to work in conditions that closely resemble real-life situations.

Furthermore, it is essential to develop and implement various scenarios and tactical tasks that allow officers to acquire the necessary skills in different combat environments. Officers should work with modern military equipment and weapons, including training in the operation and maintenance of the actual equipment they will use in practice. This can significantly increase the level of practical skills.<sup>9</sup>

The analysis of previous military conflicts and modern scenarios is equally crucial, as it will provide officers with practical knowledge for solving combat tasks. Finally, using virtual reality technologies to establish virtual combat situations and training will enable officers to acquire skills in a virtual environment.<sup>10</sup>

### *Improving the System of Officer Appraisal and Selection*

Enhancing the officer evaluation and selection system is crucial for developing qualified military leadership. This process requires ensuring that evaluations are objective and based on clearly defined criteria. The process must be fair and transparent for all candidates. In order to achieve this, it is helpful to define explicit criteria and standards that candidates must meet to improve their skills.

---

<sup>8</sup> Tomáš Havlík et al., "Wargaming Simulator MASA SWORD for Training and Education of Czech Army Officers," *Proceedings of the 16<sup>th</sup> European Conference on Games Based Learning* 16, no. 1 (2022): 811-813, <https://doi.org/10.34190/ecgbl.16.1.914>.

<sup>9</sup> Lorinzo Foxworth, "A Grounded Theory Study of Training Transfer among Army Non-commissioned Officers," *Journal of Psychological Issues in Organizational Culture* 3, no. 2 (2012): 30-58, <https://doi.org/10.1002/jpoc.20101>.

<sup>10</sup> Oleh Maslii, Valentyna Volovnyk, and Oleksandr Babenko, "Formation of Professional Competence of Future Officers of the Logistics Troops (Forces) Supply of the Armed Forces of Ukraine," *Professional Education: Methodology, Theory and Technologies*, no. 11 (2020): 134-158, <https://doi.org/10.31470/2415-3729-2020-11-134-158>. – in Ukrainian

These criteria may include education level, practical experience, and training results. Analyzing and evaluating training outcomes, exercises, participation in military operations, and other aspects of practical work will help identify candidates' strengths and weaknesses.

Involving experts and instructors with practical military service experience can provide an objective assessment of candidates. Additionally, using modern testing technologies and methods will objectively determine the level of training and qualifications of candidates. Assessments should be conducted periodically to determine the need for further training and knowledge updates.

Given the lack of real-world experience among new officers, establishing a mentoring system would be highly beneficial. This system would provide support and guidance, helping new officers improve their skills and adapt to the military environment.<sup>11</sup> Implementing each of the proposed improvements can significantly enhance the officer appraisal and selection system, making it more objective and efficient.

### *Replacing Teaching Staff with Personnel with Practical Experience*

The replacement of teaching staff is a key step in improving the officer training system of the Armed Forces of Ukraine. This will ensure a higher level of professional training for future officers and prepare them to meet modern challenges and tasks. Firstly, it is advisable to hold competitions and select teachers based on their high qualifications and practical experience in military service. High standards of education, practical experience, and professional training for teachers should be established. Additionally, a system of monitoring and evaluating teachers' performance should be introduced to ensure high-quality education.

Systematic internships and courses for teachers can be organized to introduce them to the latest teaching methods and modern strategies. It is imperative to involve practicing officers in the educational process. By providing opportunities for military experts to participate in the classroom, students will gain more practical experience. Moreover, it would be beneficial to use modern teaching technologies that bring practical training closer to real military situations and to provide access to relevant information and teaching materials to improve the quality of training.<sup>12</sup>

---

<sup>11</sup> Phatya Bahadur Khadka, "The Relevance of Psychological Testing in the Selection of Army Officers," *Unity Journal* 4, no. 1 (2023): 227-238, <https://doi.org/10.3126/unity.j.v4i01.52243>.

<sup>12</sup> Nataliia Chernysh, "Prerequisites for the Establishment and Development Factors of Legal Training of Officers in Higher Military Educational Institutions of Ukraine (Mid-XX – Early XXI century)," *Collection of Scientific Papers of Uman State Pedagogical University* 4 (2022): 45-53, <https://doi.org/10.31499/2307-4906.4.2022.270287>. – in Ukrainian

### *Improving Preparation for Psychological Stress*

Effective psychological training is critical for officers in military conflicts, where stress and emotional strain are constant. A carefully planned psychological training program can significantly increase the level of preparedness and effectiveness of military operations. Developing individual psychological training based on analyzing each soldier's personal characteristics and psychological needs would be beneficial. Additionally, establishing situational simulations and using simulators to train responses to extreme situations is advisable.

Training the psychological resilience of teams is essential, focusing on developing skills for mutual support and effective communication under stress and tension. Implementing a system for psychological monitoring and tracking of the psycho-emotional state would also be effective. It would be useful to provide regular professional psychological assistance and counseling with professional counselors and psychotherapists to achieve these goals. Moreover, disseminating knowledge about mental health and personal psychological resources among candidates is crucial for effective self-regulation.<sup>13</sup>

Notably, these measures are designed to improve the psychological training of officers, a key factor in enhancing their preparedness and effectiveness in modern military conditions.

### *Increasing the Motivation of Candidates*

The motivation of military personnel is crucial to their readiness and performance. An effective motivation system contributes to increased military discipline and commitment to tasks. One effective way to increase motivation is by developing a system of career advancement that provides accessible opportunities for professional growth and achieving high military ranks. Introducing material incentives and rewards, such as bonus systems and financial incentives for high achievements and exceptional merit, is also necessary.

Establishing a system of rewards and distinctions for excellence in task performance and job achievements is also essential. Social guarantees, such as medical care, housing, education, etc., for service personnel and their families, can further boost motivation. Offering opportunities to participate in international exercises, training, and conferences, along with platforms to express their opinions and participate in managing military teams, can significantly increase candidates' motivation.<sup>14</sup>

Analyzing all of the above, it can be stated that the overall success of any military organization largely depends on the effectiveness of its leadership and

---

<sup>13</sup> Lin Wu et al., "The Influence of Job Burnout on the Attention Ability of Army Soldiers and Officers: Evidence from ERP," *Frontiers in Neuroscience* 16 (2022): 992537, <https://doi.org/10.3389/fnins.2022.992537>.

<sup>14</sup> Renier C. Els and Helen W. Meyer, "The Role of Career Development in Ensuring Effective Quality Management of Training," *South African Journal of Human Resource Development* 21, no. 1 (2023): a2126, [https://hdl.handle.net/10520/ejc-sajhrm\\_v21\\_n1\\_a2126](https://hdl.handle.net/10520/ejc-sajhrm_v21_n1_a2126).

personnel training. Given the current geopolitical realities and the ongoing war with Russia, it is crucial to modernize the management system, particularly in training new officers. The mentioned improvements are interconnected and play a critical role in ensuring the effectiveness and combat readiness of the Armed Forces of Ukraine amidst the current challenges. Implementing these measures in the personnel management system will enhance Ukraine's defense capabilities and national security.

## Discussion

This research addresses the urgent need to modernize the personnel management system of the Armed Forces of Ukraine in wartime. It focuses on forming a highly qualified and adaptable officer corps capable of effectively responding to the dynamic challenges of modern warfare. The research identified key areas needing reform through a comprehensive analysis of existing training methods, organizational structures, and educational resources. Notably, the results are not entirely consistent with studies by other authors on similar aspects of the problem.

The research conducted by A. Nechepurenko explores general trends in training military specialists in the Armed Forces of Ukraine, focusing on the historical aspect of this process.<sup>15</sup> Nechepurenko's work includes an analysis of the evolution of the education and training system in the Armed Forces of Ukraine from its establishment to the present day. Compared to our research, Nechepurenko examines the long-term development of the military personnel training system. His study covers important historical periods that influenced the establishment and functioning of the personnel management system of the Armed Forces of Ukraine, focusing on historical transformations and trends.

While Nechepurenko's research centers on the historical aspect, the present work aims to analyze the current state of personnel management in the Armed Forces of Ukraine amidst the ongoing war with Russia. Both studies are essential for understanding the evolution of the military personnel training system and provide key guidance for further improvements. Together, they offer a comprehensive view of the development and enhancement of personnel management in the Armed Forces of Ukraine.

The analysis of the research by Whiteside and coworkers highlights significant aspects of officer training and education relevant to the modernization of personnel management in the Armed Forces of Ukraine.<sup>16</sup> The main findings of their

---

<sup>15</sup> Andrii Nechepurenko, "General Trends in Military Specialists' Training of the Armed Forces of Ukraine: Historical Aspect," *Skhid*, no. 4 (162) (July-August 2019): 12-16, [https://doi.org/10.21847/1728-9343.2019.4\(162\).176936](https://doi.org/10.21847/1728-9343.2019.4(162).176936).

<sup>16</sup> Travis E. Whiteside, Jerline Hsin, and Kevin W. Roberts, "Training, Education, and Experience of Active Duty Army Pharmacy Officers," *Journal of the American Pharmacists Association* 59 (2019): 545-549, <https://doi.org/10.1016/j.japh.2019.04.010>.

research indicate that officers require a high level of education and training, emphasizing systematic training and professional development. However, that study did not consider some aspects essential for a comprehensive understanding of the modernization needs of the Armed Forces of Ukraine. One significant gap in their research is the issue of psychological training for future officers. This aspect is crucial for preparing officers to handle the stress and emotional strains of military service, especially in times of war. Additionally, the research by White-side et al. does not address the use of modern technologies and innovative teaching methods in officer training, the flexibility of the curriculum, and its ability to adapt to the rapidly changing dynamics of modern combat environments.

The research of H. Zhong examines in detail the possibilities and benefits of using virtual reality (VR) technology in the psychological training of military personnel.<sup>17</sup> The author indicates that using this technology can significantly improve training effectiveness, contributing to the development of skills necessary for successfully completing military tasks. The research highlights that VR technology can emulate a virtual military environment, allowing military personnel to gain practical experience and skills in conditions that closely mimic real-life situations.

The research of O. Hnydiuk focuses on the organizational and pedagogical aspects of professional and physical training of officers in the Armed Forces of Great Britain.<sup>18</sup> A comparison of this research with the present one helped identify some aspects of international experience that will be useful for further research in this area. Hnydiuk's research examines the organizational and pedagogical aspects of officer training in the UK Armed Forces, emphasizing preparation for professional and physical challenges. These insights can be beneficial for enhancing the effectiveness of training Ukrainian officers. The study also underscores the importance of psychological training for officers, highlighting the need to apply modern pedagogical methods and technologies in the training process. This focus on contemporary educational techniques can improve the quality of training and help officers adapt to modern challenges. Additionally, Hnydiuk's research addresses the certification and selection of officers. Implementing an effective system of selection and certification can enhance personnel quality. These aspects are crucial for further efforts to modernize the personnel management system of the Armed Forces of Ukraine.

---

<sup>17</sup> Hua Zhong, "Analysis on the Application of VR Technology in Military Psychological Training in 5G Era," in *Innovative Computing (Proceedings of the 5th International Conference on Innovative Computing (IC 2022))*, Lecture Notes in Electrical Engineering, ed. Yan Pei, Jia-Wei Chang, and Jason C. Hung (Singapore: Springer Nature, 2022), 1141-1146.

<sup>18</sup> Oleksandr P. Hnydiuk, "Organizational and Pedagogical Foundation of Professional and Physical Training of Officers of the Armed Forces of Great Britain," *Scientific Herald of Sivershchyna (Series: Education. Social and Behavioural Science)* 8, no. 1 (2022): 69-80, <https://doi.org/10.32755/sjeducation.2022.01.069>. – in Ukrainian

The work of D. Walker et al. provides valuable insights into the ethical aspects of officer training.<sup>19</sup> The research focused on assessing ethical thinking among junior officers, utilizing specialized tools to evaluate their understanding of ethical principles and ability to resolve situations related to the moral aspects of service in the army. This study highlights a critical aspect of officer training: developing candidates' moral training. When comparing this research to the current study, it is significant to note that both focus on assessing and improving officer training in moral and ethical issues. The authors' research can provide additional perspectives on assessing and strengthening the ethical mindset of personnel.

The research by P. Lalonde offers valuable insights into the organizational and methodological aspects of officer training applicable to modernizing personnel management in the Armed Forces of Ukraine.<sup>20</sup> Similar to the present research, it emphasizes the importance of providing officers with practical skills that can be used in real-life situations. Additionally, the study highlights the significance of incorporating modern technologies into the educational process, adopting an individual approach to each officer, analyzing their educational and training needs, and developing leadership skills in future officers. These aspects are crucial for preparing officers of the Armed Forces of Ukraine for leadership roles.

The study by O. Heřman et al. identified key characteristics of officers' strengths as assessed by cadets and soldiers.<sup>21</sup> The research used these groups' assessments of various aspects of officers' character and moral qualities. The study is helpful for understanding and analyzing how subordinates and cadets perceive officers' character traits and provides valuable guidance on critical aspects that can be developed in new officers' training. In comparison to the present research, the authors consider how officers' characteristics affect their effectiveness in performing their tasks.

W. Sikazwe et al. focus on the moral and volitional qualities of future military officers.<sup>22</sup> Compared with the present research, which examines the training of officers of the Armed Forces of Ukraine in the context of military conflict, their study does not address the physical training of officers. In a military context, the

---

<sup>19</sup> David Ian Walker, Stephen J. Thoma, and James Arthur, "Assessing Ethical Reasoning among Junior British Army Officers Using the Army Intermediate Concept Measure (AICM)," *Journal of Military Ethics* 20, no. 1 (February 2021): 2-20, <https://doi.org/10.1080/15027570.2021.1895965>.

<sup>20</sup> Patrick C. Lalonde, "Border Officer Training in Canada: Identifying Organisational Governance Technologies," *Policing and Society* 29, no. 5 (November 2017): 579-598, <https://doi.org/10.1080/10439463.2017.1397148>.

<sup>21</sup> Ondřej Heřman, David William Mac Gillavry, Eva Höschlová, and David Ullrich, "Character Strengths of Czech Army Excellent Officers as Perceived by Cadets and Soldiers Serving in Reconnaissance Units," *Military Medicine* 189, no. 3-4 (March-April 2024): 683-691, <https://doi.org/10.1093/milmed/usac253>.

<sup>22</sup> William Sikazwe, Evance Kalula, and Eustarckio Kazonga, "Knowledge of, Attitudes Toward and Practices of Ethics of War of the Officers and Soldiers of the Zambia Army," *Scientia Militaria – South African Journal of Military Studies* 50, no. 3 (2022): 69-87, <https://doi.org/10.5787/50-3-1381>.



physical readiness of military personnel is a key component of their overall performance. Additionally, while the moral and volitional qualities are important, they represent only one aspect of psychological preparedness. Psychological preparedness encompasses many other facets that are essential for comprehensive training.

A general analysis of the literature and the results of the authors' research emphasize that modernizing the personnel management system of the Armed Forces of Ukraine, set in the context of the ongoing military conflict, is a relevant issue that 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. Effective management of military forces is critical to Ukraine's national security and defense capabilities. This research is an analytical work that aims to modernize the personnel management system of the Armed Forces of Ukraine amid the ongoing military conflict with Russia, focusing on the training of new officers. The study identifies strengths and weaknesses in officer training and suggests ways to modernize the system further.

The research has established that the current personnel management system in the Armed Forces of Ukraine has positive aspects. Notably, the high level of theoretical training provides officers with the necessary knowledge to perform their duties effectively. Additionally, positive trends in cooperation with partners and other countries have been observed, facilitating the exchange of experience and introduction of best practices in officer training.

However, the research identified some significant shortcomings in training new officers. In particular, the lack of modern equipment for training officers is a critical issue that could impact their preparedness for duty. Many opinions suggest that the training process pays insufficient attention to practical skills. Also, low motivation levels are a serious problem affecting training effectiveness. Inadequate preparation for psychological stress can lead to difficulties in demanding military operations. Furthermore, the system of attestation and selection of officers needs improvement to ensure a high standard of candidates.

To address these problems, several ways to modernize the personnel management system have been proposed:

- *Practical Application of Theoretical Material:* An essential stage in officers' training is providing opportunities for the practical application of theoretical material. Introducing simulators and training complexes that model real-life military situations will help develop skills and gain experience.

- *Effective Selection of Candidates*: It is essential to establish clear criteria and standards for selecting candidates, considering the current requirements and specifics of military conflict.
- *Curriculum Reform and Experienced Teachers*: There is a need to reform curricula and engage teachers with practical military experience to ensure that training is relevant and up-to-date.
- *Enhancing Motivation*: Motivation should be considered an integral part of successful training. Introducing incentives that account for each candidate's specific needs and motivational factors can significantly increase overall motivation and commitment among future officers.
- *Improving Psychological Resilience*: Developing programs and training designed to improve psychological resilience and adaptation to stressful situations is crucial. This will enable each officer to effectively cope with difficult situations and make informed decisions under intense pressure.

In addressing these issues, it is essential to consider the specific characteristics and needs of each military unit. Actively cooperating with international partners to incorporate best practices and technologies in the military sphere is also crucial. Optimizing these processes will help train highly qualified officers to handle modern challenges and tasks effectively.

Further research could address the development of comprehensive training programs based on the latest trends and requirements of the military sphere. Specifically, building on the above recommendations, future research could focus on establishing and implementing practical methods to increase the effectiveness of training new officers and improve the overall preparedness of the Armed Forces of Ukraine for current and future challenges.

In summary, the research confirmed the need to modernize the personnel management system of the Armed Forces of Ukraine. In addressing these problems and implementing the recommendations in this article, an adequate strategy can improve officer training and ensure effective personnel management under war conditions.

## **Annex 1. Questionnaire**

### *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?

### *Improvement Recommendations*

1. What specific steps 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 the most promising for officer training?
4. What skills and competences do you consider to be the most important for modern officers?

### *Choose the Five Most Important Aspects That You Think Need to Be Modernized*

1. Development of new strategies and tactics due to changing threats
2. Improving training programs and methods
3. Improving the system of attestation and selection of officers
4. Development and implementation of modern educational programs that consider current trends and needs
5. Optimization of communication processes
6. Improving the psychological training program
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. Optimization of the reward and incentive system
14. Cooperation with foreign partners
15. Providing social guarantees and support

## Disclaimer

The views expressed are solely those of the authors and do not represent official views of the PFP Consortium of Defense Academies and Security Studies Institutes, participating organizations, or the Consortium's editors.

## Acknowledgment

*Connections: The Quarterly Journal*, Vol. 22, 2023, is supported by the United States government.

## About the Authors

**Oleh Semenenko** is a Doctor of Sciences and the Head of the Department of Economic Analysis of Force Development in the Armed Forces of Ukraine at the Central Research Institute of the Armed Forces of Ukraine.

*E-mail:* SemOl18@ukr.net

**Liliia Semenenko** is a Senior Lecturer at the Department of Foreign Languages at the National Defense University of Ukraine. *E-mail:* lilienkoS@outlook.com

**Roman Sirchenko**, PhD, is the Head of the Research Laboratory of Expertise and Certification of Personal Armoured Protective Equipment at the National Defense University of Ukraine. *E-mail:* SirRoman4@hotmail.com

**Mariia Yarmolchyk**, PhD, is a Lecturer at the Department of Military Training, National Aviation University. *E-mail:* maryarmol@outlook.com

**Vitalii Kostrach**, PhD, is a Senior Researcher at the Center for Military Science Information, Central Research Institute of the Armed Forces of Ukraine.

*E-mail:* vitalKos@hotmail.com

