



УДК 378:355.233

DOI: [https://doi.org/10.33272/2522-9729-2021-6\(201\)-36-43](https://doi.org/10.33272/2522-9729-2021-6(201)-36-43)

Romanovskyi Oleksandr

Malko Nataliia

Ponomarenko Pavlo

ORCID iD <https://orcid.org/0000-0002-0602-9395>

ORCID iD <https://orcid.org/0000-0002-3272-1836>

ORCID iD <https://orcid.org/0000-0002-2320-8732>

MANAGEMENT COMPETENCIES OF OFFICERS OF THE NATIONAL GUARD OF UKRAINE

- S** The article reveals the features of managerial competence, the urgent need which requires new development and qualitative changes in the professional activities of officers in the National Guard and Armed Forces of Ukraine, increasing the importance of their competence as managers. The main source of the competent military personnel providing must have a dynamic system that is capable to analyze changes, predicting the future, increase the managerial competence importance of officers to ensure the main state goals. Indeed, the urgent need to improve governance mechanisms creates objective conditions for the national military education system development. Undoubtedly, the task of modern higher professional education is to become a competent officer who can act responsibly and professionally in difficult situations. Therefore, the article reveals the essence of the terms «competence» and «competency» because the world dictates rules for improving education at the national level, finding effective ways to improve its quality, the introduction of innovative systems, the modernization of its content and the organization according to the world trends [13]. The content of the competence concept is embedded in a very important criterion, as an educational activity. This approach focuses not only on the accumulation of knowledge by officers, but also on the ability to use them, to implement them in the process of their activities.

Key words: Armed Forces of Ukraine; National Guard of Ukraine; competence; officers; managerial competency; education of officers; managerial activity of officers

- A** Романовський Олександр, Малько Наталія, Пономаренко Павло. Управлінські компетенції офіцерського складу Національної Гвардії України.

Розкриваються особливості управлінської компетенції, гостра потреба переосмислення якої потребує нового формування та якісних змін у професійній діяльності офіцерів Національної Гвардії України та Збройних Сил України, підвищення значення їхньої компетентності як управлінців. Основне джерело забезпечення компетентними військовими кадрами повинні мати динамічну систему, що спроможна до аналізу змін, прогнозування майбутнього, підвищення значення управлінської компетенції офіцерського складу задля забезпечення основних державних цілей. Дійсно, нагальна потреба вдосконалення управлінських механізмів викликає об'єктивні умови необхідності розвитку національної системи військової освіти. Безперечно, завданням сучасної вищої професійної освіти є становлення саме компетентного офіцера, який здатний відповідально та професійно діяти у складних ситуаціях. У статті розкрито сутність термінів «компетенція» і «компетентність», тому що світовий простір диктує свої правила вдосконалення освіти на національному рівні, пошук дієвих способів підвищення її якості, впровадження інноваційних систем, модернізації її змісту й організація згідно зі світовими тенденціями [13]. Зміст поняття компетентності вкладає дуже важливий критерій, як педагогічна діяльність. Цей підхід орієнтує не тільки на накопичення офіцерами знань, але й на вміння їх використовувати, запроваджувати в процес власної діяльності.

Ключові слова: Збройні Сили України; Національна Гвардія України; НГУ; компетентність; офіцерський склад ЗСУ; управлінська компетенція; виховання офіцерів; управлінська діяльність офіцерів

Romanovskiy Oleksandr, Doctor of pedagogical sciences, professor the head of Department of Pedagogy and Psychology of Social Systems Management named after academic I. A. Ziazyun, National Technical University «Kharkiv Polytechnic Institute», Ukraine

Романовський Олександр Георгійович, доктор педагогічних наук, професор, завідувач кафедри педагогіки та психології управління соціальними системами імені академіка І. А. Зязюна, Національний технічний університет «Харківський політехнічний інститут», Україна

E-mail: romanovskiy_a_khpi@ukr.net

Malko Nataliia, Senior teacher, Foreign language department, National Technical University «Kharkiv Polytechnic Institute», Ukraine

Малько Наталія Олександрівна, старша викладачка кафедри іноземних мов, Національний технічний університет «Харківський політехнічний інститут», Україна

E-mail: natamalko872@gmail.com

Пonomarenko Pavlo, Senior instructor, Tactical and special disciplines department, Military institute of tank forces of National Technical University «Kharkiv Polytechnic Institute», Ukraine

Пономаренко Павло Миколайович, старший викладач кафедри тактико-спеціальних дисциплін, Військовий інститут танкових військ Національного технічного університету «Харківський політехнічний інститут», Україна

E-mail: pashaukr@ukr.net

The formulation of the problem. It is well known that the National Guard and Armed Forces, as a separate institutions of the state, takes a special place. The specifics of the activity, the need for a high psychological and physical strain in the performance of military duties not only theirs, but also a heightened sense of duties to the state, contribute to their allocation in an extraordinary social community. It is the community that is characterized by the presence of a special system of traditions, specific mentality, discipline and fighting ability, which depend on the competence and personal qualities of the National Guard and the Armed Forces of Ukraine officers.

It happened that **the relevance** of the managerial competencies further study of the National Guard and Armed Forces of Ukraine officers is due to the fact that their activities, both in peacetime and wartime are regulated by law, and the duty of officers is not only the compliance with legal requirements, but also the requirement for the proper performance of tasks by subordinate servicemen.

To achieve this goal, officers need skills not just perception, but perception that will help their subordinates to absorb the spirit of attitude to the common cause as a value that can directly educate a person who has the art of thinking and communicating, organizing his intellectual and physical work, interest in using professional knowledge, live by the laws of morality and be able to apply the ability to self-realization in their professional activities.

In view of this, the standard proven principles, methods and forms of the officer training, in the conditions of the formed standard management styles, are not enough to improve the managerial competency of military officers.

The analysis of recent researches and publications. The analysis of sources on the problems of social and educational systems management, namely the managerial competence of servicemen, leads us to believe that the possibility of forming managerial competence must be directed precisely in improving the arrangement of the military management, coverage of the future officers training, the development of the scientific and methodological subsoiling. In view of this, the works of V. Aleshchenko, O. Barabanshchikov, P. Bogutsky, E. Grigorenko, M. Kravchuk, V. Luneyev, Y. Migachev, R. Moroz, V. Pashinsky, S. Solovyov, I. Tsarenko and others were considered; the problems of officers military management in the sphere of the leadership of O. Boyko, T. Matsevko, O. Prokhorov, O. Romanovsky, I. Rusnak, V. Stasiuk, V. Teply, etc.; pedagogical conditions for improving the professional training of officers for their readiness to manage units in the work of D. Gorbach, L. Merzlyak, I. Radvansky, M. Zhilenko, V. Shemchuk, etc. were taken into account.

It became clear that the standard, proven principles, methods and forms of officers training in the formation of sustainable management styles, really focused on typical situations in modern conditions are not enough. The present dictates the conditions for the further development of managerial competency of the National Guard and Armed Forces of Ukraine officers, which is due to a number of reasons and require the subjects of military management flexible adjustment of management decisions, the ability to assess the situation in conditions of high responsibility for their own management, this issue is revealed in the works of O. Boyka, N. Kolominsky, T. Tytarenko, V. Yagupov and others.

The selection of previously unsolved parts of the general problem to which this article is devoted. It must be emphasized that the issue of managerial competencies of the National Guard and Armed Forces of Ukraine officers remains not thoroughly studied, as it requires the increased attention not only in terms of philosophical and methodological, but also in terms of military and legal issues and their separation into a separate system of military law of Ukraine as a complex branch of law. There is a need to improve the organization and management of the National Guard and Armed Forces of Ukraine officers, there is the insufficient development of theoretical foundations of their activities in the military formation with law enforcement functions, imperfection of the legal support these are required careful study of the National Guard and Armed Forces of Ukraine.

The formulation of the article goals. The purpose, which will be pursued in the study of the material for the article, was simple: based on the generalization of theoretical provisions, current legislation, to determine the essence of managerial competencies of officers, to formulate and propose to consider this problem through the prism of legal socialization in the National Guard and Armed Forces of Ukraine. After all, the managerial functions of officers contrast sharply with the traditional concept of management, as they are characterized by a unique model of managerial decision-making by the personnel of the National Guard and Armed Forces of Ukraine: willingness to take risks, ability to be responsible for personal development of subordinates. In turn, the willingness of officers to use a personal approach will provide such a definition of individual characteristics of subordinates, which will allow to predict, warn, identify and solve any problems.

The presentation of the study main material with a full justification of the obtained scientific results. It must be noted that the modern military education is undergoing its reform [6, p. 150], the purpose of which is to ensure the stability of qualified officers staffing, as an organizational and staffing structure of the military, given the improvement of training

and the resource management. Thus, the problem of forming the managerial competency of officers of the Armed Forces must be considered as a segment of professional competency of military professionals and as a global foundation of internal resources of officers in the application of effective training (principles, goals, technologies, etc.) and leadership between subordinates and personnel [5, p. 24].

Management competency marked its beginning through an understanding of the competency approach, which includes:

- an intellectual context, based on the psychological characteristics of the individual (personality-oriented);
- an analysis of job responsibilities, where the employee's activities are based on established job responsibilities (functional-analytical). Here it can be said that these aspects, as a rule, can be based on the general characteristics of managerial competence, but the essence remains the same [1, p. 103];

– focus on executive activities, rather than natural qualities, intelligence or education of the manager;

- the desire to develop the concept of managerial competence, based on a broad empirical analysis of the actual behavior of the subjects.

It allows to state that the concept of «managerial competence» must be considered as a special complex quality of subjects endowed with management functions, combining essential tools for the effective management, expressed motivational-value and communicative components: knowledge, skills and abilities.

Also, managerial competency can be considered as the willingness and ability of the leader to identify, accurately formulate, value and deeply analyze problems and find the largest number of alternative approaches to solve a particular situation [26, p. 166]. Moreover, managerial competence and the peculiarity of its formation is revealed through the performance of specific functions number by a manager within the management activities [16, p. 45], the structure of which is presented in Fig. 1.

The structure of managerial competency essence can be considered through its functions:

- organizational and executive;
- the establishment of permanent and temporary relationships between all subjects of management, by determining the order and conditions of an operation [15, p. 127];
- planning and diagnostic
- considering both the beginning of the management cycle and the result of a certain management decision, which must be relevant, timely and targeted;
- information-analytical
- reduction to the development of the information base of management objects;
- motivational-target which consists of the parameters of military specialists, the ability to set a goal and the formation of knowledge to understand the motives of activity. It is

known that informing the motives of subjects occur under the influence of norms, patterns, rules of conduct that already exist in society, so it is clear that the motivational-target function is nothing more than the coordination of individual, group and collective goals [5, p. 23];

– the regulatory-corrective function is a comparison of the achieved results with the planned goals and reflects the control, constant diagnosis and correction of the managed objects. This makes it possible to say that the process of managerial competence formation is the mastery of managerial skills that are able to ensure the competent performance of managerial functions by officers of the Armed Forces.

Thus, the managerial competency of servicemen is revealed in their activities:

- implementation of advanced planning and modeling;
- forecasting the learning process;
- independent acquisition of new knowledge, skills and abilities;
- improvement of professional competence;
- acquisition of new theoretical and practical knowledge in the field of management and arrangement of their own activities and subordinate servicemen, etc. [26, p. 165-166].

Indeed, certain stereotypes have already developed in the statutory activities of servicemen, which regulate their behavior. At the same time, the activity of the Armed Forces is based on the constant legal communication between employees. The provisions of military law strictly regulate the relationship between commanders and subordinates. Therefore, the quality of relations between servicemen is expressed through value-normative functions, behavior and managerial competencies depend on the understanding of their role in the structure of army life, its acceptance, the ability to perform official duties. In turn, legal norms in the Armed Forces contribute to the formation of unity and cohesion of officers; regulate the submission of existing rules by subordinate officers. But, unfortunately, this is not enough for the proper implementation of rights and responsibilities in everyday relationships. The knowledge of managerial competencies must be more detailed, specific managerial powers [24, p. 65].

It so happened that the educational orientation of officers to the managerial competence approach requires the thorough and comprehensive training of personnel to work in different conditions of complexity. That is why the need to master the managerial competencies of a serviceman becomes the main reference point. And here it must be paid attention to the pedagogical contradiction between the need to train ordinary servicemen for military operations to the maintain peace, security and the lack of officers training to perform managerial tasks in the national staff and their level of competence.

The managerial competence of officers is the level of mastering by officers of the competencies of a manager, which consists of motivational, epistemological, operational-activity,

emotional-volitional and personal competencies. They allow to form the general level of officer managerial competency through the development of its constituent elements [12, p. 152].

Nowadays it's necessary to define what «competence» and «competency» are, because there are many opinions about it. Thus, the glossary understands the term «competence» as a series of well-known issues, someone's powers and rights [25]. The dictionary of the Ukrainian language gives an interpretation to the term «competence» as the best knowledge, authority that any organization, institution or a person has. But the concept of «competent» is a characteristic of a person who has a sufficient level of knowledge in a particular field; is well versed in something or qualified [18]. The explanatory dictionary edited by V. Busel calls «competence» as the ability to meet special and social needs successfully, to perform the tasks [6, p. 449]. In the English dictionary it has been found something similar: relevance, sufficiency, ability has a specific job, a task and responsibility, endowed with mental abilities, general skills and knowledge [14, p. 200].

Based on the terms «competency» and «competence» in dictionaries, it can be stated that: the concepts are used in almost the same sense, although competence is a broader meaning than competency and is an essential component. Thus, competency, so to speak, is an expected and measurable achievement, which confirms the ability to perform certain actions after mastering the appropriate level of knowledge independently. This means that «competence» is an evaluation category that characterizes a person as an experienced subject in a certain professional activity, who has the ability to perform his duties successfully [3, p. 47] and allows the specialist to identify and solve problems that are specific to a particular professional activity [12].

In other words, the manifestation of competence can be traced in the disclosure of the subject ability to make decisions and be responsible for the implementation of his functional responsibilities [7, p. 10]. Thus, the main features of competence should be identified:

- the ability to make decisions;
- integrated personality qualities (ability and willingness to conduct activities);
- competence of a person and his position on the subject of professional activity;
- personal qualities that are important in the environment in which they must be manifested.

As a result, the proposed options for consideration of «competence» and «competency» concepts are complementary definitions, despite the fact that the essence of competency is determined by knowledge, skills, abilities that develop in the learning process and identified with the range of issues. In this case, competence is the result of acquiring a set of competencies and includes personal characteristics (responsibility, initiative, etc.). It allows us to state that competence let act standard according to the

current situation, and competency is to act «according to the situation», based on personal qualities, already acquired quality knowledge as a result of activities and in a changing environment [10]. As the continuation of this scientific article research topic, it must be noted that the competency approach is defined as the standard of the industry in which the management process is carried out and built on the qualification model of the specialist and rigidly tied to the object of the work [28, p. 73].

That is why managerial competency is a structural complex, a personal neoplasm, which is based on value-ideological motivational principles and is manifested on the emotional-volitional, cognitive and activity levels. Managerial competence, as a kind of professional competence of a qualified specialist in the field, is a circle of managers who have: values, motives, general culture, a style of interaction with subordinates, adequate awareness of the world around them, the ability to self-improvement [3, p. 47] and the system of knowledge, necessary skills, abilities for officers to perform their duties. Finally, managerial competence must be defined as the content of personality traits from the standpoint not only of modern management, but also as a pedagogical activity of the officer. If we consider «management» as a professional activity of persons with two directions: management of subordinates and the ability to make informed, fair and rational management decisions, then, in turn, management competency covers all areas of functionally holistic personality and includes:

- general (legal, ethical, spiritual, communicative competence);
- general scientific (realization of self-education, intellectual, productive activity);
- social (organizational, corporate, life, conflict, strategic, psychological, situational competence);
- information and legal (based on information and communication, information, legal, civil and technological competencies).

For example, diagnostic and prognostic skills of officers related to the collection of information, its analysis, definition of goals, objectives, model development, etc. and include the ability to define strategic and tactical goals, specifics, main tasks and forecast activities and concepts; organizational and regulatory skills, the ability to implement targeted programs, plans, create material conditions, selection and work with personnel, organization of work with current information, removal of obstacles, organize and motivate subordinates to productive actions, create conditions for the continuous professional development of servicemen, analyze management situations and development of business documentation; control and corrective skills which are required for the organization, systematization and analysis of final information, decision-making, development of models to improve management processes.

In consequence of the acquired managerial competency, the ability of officers is also revealed in the ability to manage communications, which include the ability to create the favorable socio-psychological climate, represent their unit in the environment, communicate effectively with other servicemen and manage conflicts in the team and more. These allow to say that the ability to manage their own behavior, to control themselves in any situation, to critically analyze their own management, to provide conditions for the personal development and the continuous professional development it only emphasizes the idea that mastering the content of management competencies, moral, social and professional experience, provides the real mastery of professional qualities and functions, as one of the main factors of the serviceman professionalism in the ranks of the National Guard of Ukraine.

It will be recalled that the activities of the National Guard of Ukraine officers involve interaction and establishment of business and personal communications among other servicemen. Managerial competency, such as communicative competence, is a complex integrated professionally important entity, which is manifested in their training, ability and willingness to arrange, establish, maintain and successfully develop the interpersonal and professional interaction in various situations of the business communications [28, p. 72].

Equally important it is the idea that managerial competence is inherent in officers who already have the appropriate education and practice their knowledge and skills in their work. After all, the rational components of competence are almost the main place and are specific. The generators of managerial competence are officers who have dedicated themselves to the National Guard and Armed Forces of Ukraine. They are characterized even by a high level of managerial reality reflection, the deep penetration into the essence of the official duties performance due to the presence of specific features: a special entity (an officer endowed with competence) and a special object (management activities under state defense regulations) and the functioning of the Armed Forces. It is certain that the managerial competencies of officers are characterized by a high level of bearers awareness not only in the field of the national defense, but also the management of the Armed Forces, which requires systematic knowledge and skills necessary for the successful implementation of all officers within their duties. [23, p. 113].

There is a need to consider the competency and authority of the Military Service directly in the National Guard and Armed Forces of Ukraine and to dwell on the legal status of a serviceman. Because without understanding the legal status, its role and place, is impossible to imagine the purpose of the Service itself. Thus, «status» is the position, the state of someone or something, the legal status of citizens, state or public organizations, and so on. The legal status of both servicemen and law enforcement officers as subjects of law is characterized by their legal status. Based on the general understanding of legal status category in legal science, for

example, administrative and legal status, is characterized by a set of its rights, responsibilities, guarantees and means that employees have a predetermined competency, they are subjects, rights and responsibilities (powers), are responsible for actions or omissions within their own or delegated competency, where the main profile of law enforcement agencies, including the National Guard of Ukraine is management activities.

That is why the managerial activity of the officers is a special kind of activity. [1, p. 18, 256-257]. Competency consists of rights and responsibilities, which is the main component of the legal status of each body, which is complemented by such important elements as tasks, functions, the nature of relationships, and so on. It is no secret that the nature of interaction with subordinates or other authorities for the resolution of any issues occurs in the appropriate hierarchical structure - vertically or horizontally [1, p. 247].

It is no coincidence that at the beginning of the disclosure of this study it was mentioned the functions, powers and competencies. After all, it is impossible to present the functions of the National Guard and Armed Forces of Ukraine separately from the competency, as the functions are an integral part of the competences of officers. There is the general and proper understanding of competency. The general understanding of competency includes the functions, characteristics of the body's place in the management system, its tasks, subjects of responsibility, the scope of activities, responsibilities, and in a narrow sense they are rights and responsibilities of a body. Certainly, someone can disagree with the opinion that management functions cannot be an element of the competency of a serviceman, because the legislation imposes on the relevant management bodies, which, in turn, are elements of management bodies' competency.

On the other hand, it must not be forgotten that due to the law enforcement relations of the National Guard of Ukraine officers, it is the implementation of the law enforcement function that is connected. Such relations arise between the offender and the law enforcement agency and have an organizational significance, which consists in taking the necessary measures of influence provided by a specific legal norm, seeks to ensure the proper (lawful) behavior of the subjects. In other words, the competency of the body is the range of its actions to perform the relevant functions and tasks; the range of issues stipulated by normative legal acts that the body is capable of resolving; competencies include: the authority of the body, its responsibilities, legal means, forms and methods of exercising rights and performing duties. Powers are as rights and opportunities to act in different situations, functions and tasks that are aimed at fulfilling competencies by officers of the National Guard of Ukraine [21, p. 16].

As it can be seen, there are many qualifications of competencies, which are divided into leading or accompanying. But what is embedded in the content of

managerial competency it must be formed precisely to the professional activities of officers already in the process of training special units. Managerial competency is a purposeful creation of circumstances with integrative means for the effective achievement of managerial decisions [4, с. 91]. Undoubtedly, the management process is determined by its purposefulness and priorities in the management cycle and is based on clarifying the purpose of management. After all, the level of the subject and object awareness of the mutual interest management principle is manifested in the same understanding of the management purpose [2, p. 21].

In order to clarify the goals and main tasks of the National Guard and Armed Forces of Ukraine, it must be noted that the goals are set by the national body, as well as the set of management functions which must be clearly and comprehensively described in their competency. However, in practice, this requirement is almost not met: the description of goals and management functions is replaced by the description of the main tasks that are allegedly caused by the relevant authorities.

Unfortunately, there is a problem. The Law of Ukraine «On the National Guard of Ukraine» [18], in which neither the purpose of management nor managerial competency is reflected. According to the generally accepted scientific position of legal scholars, the purpose of management is a predetermined, proposed state of the system, the achievement of which in the management process allows to solve certain problems [2, p. 21; 8, p. 5; 10]. Thus, it can be noted that the general purpose of the National Guard of Ukraine management is organizational and managerial actions of the National Guard of Ukraine management entities aimed at the effective implementation of tasks and functions of the National Guard of Ukraine, enshrined in the legislation of Ukraine.

Thus, the National Qualifications Framework of Ukraine in paragraph 3, paragraph 6 summarizes the concept of competence as the ability of a person to perform a certain activity, which is expressed through knowledge, understanding, skills, values, and other personal qualities [20]. But other regulations to the competence of a law enforcement officer include only the perfect possession of professionally important qualities and skills; ability to perform professional tasks productively and quickly and the significant physical and psychological load; the sufficient level of self-organization and the high level of the legal awareness and the legal culture.

Certainly, the formation of special officers competencies from the National Guard of Ukraine, which existed in the period from 1991 to 2000 and was restored as a military formation with law enforcement functions in 2014, had special forces in its structure, which are separate special forces, created in the structure of each territorial command. Such troops are served to fight and destroy terrorist formations, conduct special operations, organize acts of sabotage and perform other combat missions in extreme conditions with the use of special tactics and means. These units are distinguished

from other military formations by the peculiarity of the status within the branch department, professional status, the high level of psychological, ideological, physical and combat training of personnel; availability of special means of defense and attack, etc. Thus, the limits of managerial competencies are significantly expanded, given the global trends in the peaceful settlement of conflicts and maintaining the security of the state from military aggression [19]. In addition, competency must be considered as a set of powers, rights and responsibilities of a state body or official, which are obliged to perform functional tasks in the field or sphere of public life, where some state intervention is required [8, p. 106].

It is a well-known fact that the management process is a complex and universal phenomenon that has its own definitions. For example, philosophical science considers management as a function of organized systems, which ensures the preservation of their structure, maintaining the mode of operation, implementation of programs, achieving goals, and so on. Sociology sees in the management of the conscious activity, the conscious regulation (ordering) of social relations. The systemathology of management is the structure and functions of ordering, preservation and the purposeful development of a particular system. That is why in any kind of the social activity there must be appropriate functions. Functions reflect the role and purpose, which are performed by one or another subject of activity in a society or community. In turn, the body on the work with the personnel of the Armed Forces of Ukraine is entrusted with the functions of the military and social management [9, p. 15].

As a result of this study on the functional links of management competencies of the National Guard and Armed Forces of Ukraine officers it is an axiom what emphasizes that improving the efficiency of the entire system of the military security and work with personnel, really includes the necessary management functions as a system of knowledge and skills officers to perform military service tasks. The management aspect emphasizes that officers must not only have the leadership qualities of managers, but must significantly influence the organization and the implementation of management functions. After all, real leaders always have certain specific abilities. First, it is the ability to select the best mechanism of influence on subordinates in each specific situation, and secondly, the ability to lead, uniting the unit and directing it to perform military service tasks.

The above allows to say that the managerial competencies of officers are a complex dynamic nature of all social processes that take place in the units and only emphasize the need for such officers, who can, due to personal qualities, change with society to professionalism, to the ability comprehend and realize the importance of their actions, make timely, optimal and effective management decisions.

It can be repeated that the managerial competency of military management specialists, as a rule, includes: understanding of the management process, the individual and group behavior,

system analysis, planning and control methods, ability to predict possible consequences (both positive and negative) from the application of management decisions, the ability to interpret the situation correctly, while determining the factors that are the most important in a particular situation and to what result can lead to changes in one or more variables, the ability to apply specific management techniques. This ensures the effective achievement of the military management goal.

Specific features of the managerial competencies of the officers are conditionality, as a military formation, which must act in accordance with the purpose, objectives, conditions, content, technology and results of military activities in accordance with the purpose and objectives of military service and orders. The variety of components that determine the multifunctionality of a military management unit has an integrated nature of the military activities results, which, as it turned out, includes all the regulations of the military management.

Conclusions from this study and prospects for the further exploration in this direction. According to the purpose of our study, it can be concluded that over the past seven years, the topic of managerial competency development of the National Guard of Ukraine and the Armed Forces of Ukraine officers remains relevant, as evidenced by a thorough analysis of the research on this topic even in pedagogy, sociology.

Due to the research, it was found that the task of the modern military education is to become a competent officer who is able to act responsibly and professionally in accordance with an important criterion, it is managerial competency. Because, the content of «competency» is embedded in a very important approach, which must guide officers not only to accumulate knowledge, but to be able to use it, to implement it in the management process. The definition of terms has shown that the system of formed competencies, which are manifested in the management style, managerial ethics, the behavior, the military-professional activity, all of these are manifestation, acquisition of the managerial knowledge, skills and abilities to improve the officers style and methods.

Prospects for further reconnaissance must be considered not only in terms of the theoretical analysis, but also in terms of assessing the current state of officer's management competencies development. And this must be precisely in view of the system approach competence and integrative connections in the composition of managerial competence: professional knowledge, skills, professional values and personal qualities, a high level of the rapid response in extreme situations.

At the same time, in addition to the clarified goals and main tasks of the National Guard and Armed Forces of Ukraine, the relevant national body must be asked what a set of managerial competencies of officers must include, which must be clearly and comprehensively described in its competency and enshrined in individual regulations. In other words, methodological support must be developed for the

managerial competencies purposeful formation of military management officers. Therefore, the structure of the National Guard and Armed Forces of Ukraine bodies and units is very diverse. Thus, depending on the scope of powers, there are bodies of general competency, bodies of special competency etc.

Modern conditions of the development significantly increase the requirements for the military-professional activity of officers, as the changes inevitably affect all state institutions, even the military organizations. The protection of Ukraine's national security, its territorial integrity and sovereignty, current trends in the development of armed struggle and the gradual transition of the National Guard and Armed Forces of Ukraine to a professional foundation, make such demands that only due to high intelligence and experience will be able to implement functional responsibilities. In our opinion, the main content of managerial competence is not only the management of subordinates, personnel, but also the key resources that are under their control in the military unit. The need for these components is mainly due to the group and the joint nature of training and combat activities of servicemen, troops and units, and secondly, the moral, mental and physical strain for the personnel.

It is a well-known fact that joint activities necessitate the distribution of the content between performers according to their functional responsibilities and the obligation to coordinate the actions of each performer in accordance with the overall purpose of the organization. Therefore, managerial competencies are those organizational functions of the officers that are able to unite the efforts of military officials to achieve the goals and objectives of the personnel. On the one hand, only joint and courageous activities necessarily must have control and corrective measures, which provide for obtaining objective information on the state of affairs in the military unit and its individual units, but on the other hand it is the ability to make timely adjustments to the content and methods of such measures.

Certainly, there can be no professional success of officers without the notion of their managerial competencies. The ability of officers to use management decisions is not only the knowledge of the case, important personal qualities or the professional subjectivity, but also motivation, consistency, which allows to predict, warn, identify and solve any problems. These are all important points which a specialist must have in the military field.

References

1. Averianov, V. B. (2004). *Administratyvne pravo Ukrainy Akademichny kurs [Administrative law of Ukraine. Academic course]*. (Vol. 1). Kyiv [in Ukrainian].
2. Bandurka, O. M. (2004). *Teoriia i praktyka upravlinnia orhanamy vnutrishnikh sprav Ukrainy [The theory and practice of internal affairs of Ukraine management]: monohrafiia*. Kharkiv: KhNUVS. [in Ukrainian].
3. Bibik, N. M. (2004). *Kompetentnisnyi pidkhd: refleksyvnyi analiz zastosuvannia [The competence approach: the reflexive analysis of the application.] In Kompetentnisnyi pidkhd u suchasnij osviti: svitovyi dosvid ta ukraïnski perspektyvy: Biblioteka z osviti'oi polityky [The competence approach in modern education: the*

- world experience and Ukrainian perspectives: the library on educational policy] (pp. 47-52). Kyiv: «K.I.S.» [in Ukrainian].
4. Bolotnyi, I. V. (2014). Formuvannya profesiinoi kompetentnosti ofitseriv spetsialnogo pryznachennia Natsionalnoi hvardii Ukrainy: teoretychnyi aspekt [The formation of special purpose officers professional competence of the National Guard of Ukraine: theoretical aspect]. *Neperervna profesijna osvita: teoriia i praktyka [Continuing professional education: theory and practice]*, 3-4, 88-93 [in Ukrainian].
 5. Buryi, S. (2016). Formuvannya upravlinskoj kultury maibutn'oho ofitsera u protsesi praktychnoi pidhotovky yak pedahohichna problema [The formation of the future officer managerial culture in the process of practical training as a pedagogical problem]. *Naukovyi visnyk Mykolaivskoho natsionalnogo universytetu imeni V.O. Sukhomlynskoho. Pedahohichni nauky [Scientific Bulletin of Mykolayiv National University named after V.O. Sukhomlynsky. Pedagogical sciences]*, 1, 21-25 [in Ukrainian].
 6. Busel, V. T. (Ed.). (2001). *Velykyi tlumachnyi slovnyk ukrainskoi movy [The large explanatory dictionary of the Ukrainian language]*. Kyiv; Irpin: VTF «Perun» [in Ukrainian].
 7. Danylova, H. S. (1995). *Upravlinnia protsesom stanovlennia profesijnoi kompetentnosti metodysta [Management of professional competence process formation of the methodist]*. Kyiv: UIPKKKO [in Ukrainian].
 8. Horbach, D. O. (2017). *Administratyvno-pravovyi status Natsionalnoi hvardii Ukrainy [The administrative and legal status of the National Guard of Ukraine]: monohrafia*. Kharkiv: KhNUVS [in Ukrainian].
 9. Kobzar, A. O., Kopanytsia, O. V., & Hrytsiuk, V. M. (2011). *Vykhovna robota u Zbrojnykh Sylakh Ukrainy [The educational work in the Armed Forces of Ukraine]: pidruchnyk*. Chernivtsi: Misto [in Ukrainian].
 10. Leontian, M. A. (2012). Poniattia «kompetentsiia» i «kompetentnist» u teorii osvity [The concept of «competency» and «competence» in the theory of education]. *Naukovi pratsi Chornomors'koho derzhavnogo universytetu imeni Petra Mohyla kompleksu «Kyievo-Mohylianska akademiia» [Scientific works of the Petro Mohyla Black Sea State University of the Kyiv-Mohyla Academy complex]*, 176, 73-75. Retrieved from http://nbuv.gov.ua/UJRN/Npchduped_2012_188_176_18 [in Ukrainian].
 11. Malynovskiy, V. Ya. (Ed.). (2009). *Derzhavne upravlinnia [Public administration]*. Kyiv: Atika [in Ukrainian].
 12. Matsevko, T. (2015). Upravlinska kompetentnist ofitseriv viiskovo-sotsial'nogo upravlinnia [Management competence of military and social management officers]. *Visnyk Natsional'nogo universytetu oborony Ukrainy [Bulletin of the National Defense University of Ukraine]*, 1 (44), 148-153 [in Ukrainian].
 13. *Natsionalna stratehiia rozvytku osvity v Ukraini na period do 2021 roku [The national strategy for the development of education in Ukraine until 2021]* (2013). Ukaz Prezydenta Ukrainy vid 25 cherv. 2013 roku, № 344/2013. Retrieved from <http://zakon3.rada.gov.ua/laws/show/344/2013> [in Ukrainian].
 14. *New Webster's Dictionary and Thesaurus of the English Language: Lexicon Publication*. 1993.
 15. Oliinyk, L. (2014). Kontseptualni zasady navchannia viiskovo-spetsialnykh dystsyplin mahistriv viiskovo-sotsialnogo upravlinnia [Conceptual principles of teaching military-special disciplines of military-social management masters]. *Naukovyi visnyk Chernivets'koho universytetu. Pedahohika ta psykhohihiia [Scientific Bulletin of Chernivtsi University. Pedagogy and psychology]*, 679, 124-133 [in Ukrainian].
 16. Oliinyk, L. (2010). Kompetentnisnyi pidkhid yak neobkhidna umova suchasnoi osvity u viiskovomu universyteti [Competence approach as a necessary condition for modern education at a military university]. *Problemy osvity [Problems of education]*, 65, 43-48 [in Ukrainian].
 17. Pometun, O. I. (2004). *Kompetentnisnyi pidkhid u suchasni osviti: Svitovyi dosvid ta ukrainski perspektyvy [Competence approach in modern education: The world experience and Ukrainian prospects]*. Kyiv [in Ukrainian].
 18. Pro Natsionalnu hvardiiu Ukrainy: Zakon Ukrainy vid 13 ber. 2014 r. № 876-VII. Vidomosti Verkhovnoi Rady. 2014. № 17. S. 594. URL: <https://zakon.rada.gov.ua/laws/show/876-18#n9> (data zvernennia: 02.09.2021)
 19. Pro uchast Ukrainy v mizhnarodnykh operatsiakh z pidtrymannia myru i bezpeky : Zakon Ukrainy vid 23 kvit.1999 r. № 613-KhIV. Vidomosti Verkhovnoi Rady Ukrainy. 1999. № 22/23. C. 202. URL: <https://zakon.rada.gov.ua/laws/show/613-14#Text> (data zvernennia: 02.09.2021)
 20. *Pro zatverdzhennia Natsionalnoi ramky kvalifikatsii [The Cabinet of Ministers of Ukraine resolution]* (2011): Postanova Kabinetu Ministriv Ukrainy vid 23 lyst. 2011 roku, № 1341. Retrieved from <https://zakon.rada.gov.ua/laws/show/1341-2011-%D0%BF#Text> [in Ukrainian].
 21. Rynazhevskiy, B. M. (2010). Kompetentsiia ta povnovazhennia viiskovoi sluzhby pravoporiadku (sluzhby pravoporiadku) u Zbrojnykh Sylakh Ukrainy [Competence and powers of the military law enforcement service (law enforcement service) in the Armed Forces of Ukraine]. *Pravo i Bezpeka [Law and Security]*, 1, 15-21. Retrieved from http://nbuv.gov.ua/UJRN/Pib_2010_1_5 [in Ukrainian].
 22. Shalyhina, N. P. (2019). *Rozvytok komunikatyvnoi kompetentnosti ofitseriv bahatonatsionalnykh shtabiv u protsesi viiskovoprofesijnoi pidhotovky do uchasti v mizhnarodnykh myrotvorchykh operatsiakh [The development of communicative competence of multinational staffs officers in the process of the military training to participate in international peacekeeping operation]*. (Extended abstract of PhD diss.). Kyiv [in Ukrainian].
 23. Skurikhin, S. M. (2013). Osoblyvosti pravovoi sotsializatsii viiskovosluzhbovtziv Zbrojnykh Syl Ukrainy [Features of legal socialization of the Armed Forces of Ukraine servicemen]. *Yurydychna nauka [Legal science]*, 8, 108-115. Retrieved from http://nbuv.gov.ua/UJRN/jnn_2013_8_13 [in Ukrainian].
 24. Skurikhin, S. M. (2018). Cpivvidnoshennia pravovoho vykhovannia i stykhiinoi pravovoi sotsializatsii [The ratio of legal education and spontaneous legal socialization]. *Lex portus*, 6, 64-75 [in Ukrainian]
 25. *Slovnyk ukrainskoi movy [The dictionary of the Ukrainian language]* (1973). (Vol. 4 (1)). Kyiv: Naukova dumka [in Ukrainian]
 26. Tarasiuk, Yu. M. (2020). Formuvannya upravlinskoj kompetentnosti u protsesi profesiinoi pidhotovky maibutnikh fakhivtsiv iz viiskovoho upravlinnia [Formation of managerial competence in the process of the future specialists professional training in the military management]. *Innovatsijna pedahohika [Innovative pedagogy]*, 26, 164-167 [in Ukrainian].
 27. Torchevskiy, R. V. (2020). Upravlinska kultura ofitseriv zbrojnykh syl ukrainy v suchasnykh psykhologo-pedahohichnykh doslidzhenniakh [The management culture of the Armed Forces of Ukraine officers in the modern psychological and pedagogical research]. *Visnyk Natsional'nogo universytetu oborony Ukrainy [The National University of Defense of Ukraine bulletin]*, 2 (55), 99-105 [in Ukrainian].
 28. Voitek, O., & Voitek, K. (2020). Fakhova kompetentnist ofitseriv natsionalnogo personalu Zbrojnykh syl Ukrainy [Professional competence of the national staff of the Armed Forces of Ukraine officers]. *Viiskova osvita [Military education]*, 1 (41), 70-79 [in Ukrainian].
 29. Yaremenko, V. V., & Slipushko, O. M. (2006). *Novyi tlumachnyi slovnyk ukrainskoi movy [The new explanatory dictionary of the Ukrainian language]* (Vol. 1, A-K). Kyiv: AKONIT [in Ukrainian].

Дата надходження до редакції
авторського оригіналу: 25.11.2021