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**THEORIES OF LEADERSHIP: PERSONNEL WORK AS A MECHANISM FOR THE PROTECTION OF RIGHTS AND FREEDOMS IN THE ACTIVITIES OF LAW ENFORCEMENT OFFICERS**

Mykola Semenyshyn, Dmytro Shvets, Zoriana Kisil

**ABSTRACT**

Chapter 3 proves that the effective fulfillment by the National Police of the tasks of ensuring human rights and freedoms to a certain extent depends on the proper legal regulation of this activity through laws and other regulations. Attention is focused on the fact that, at the same time, the emphasis on the propaedeutics of professional deformation exacerbates the need to develop integral mechanisms that determine the constructiveness of this process in the aspect of the integral theory of leadership. The mechanisms of organizational and legal support of human rights and freedoms are classified into groups. It has been proved that the practice-oriented mechanism for ensuring human rights and freedoms by the National Police of Ukraine is the only, integral and qualitatively independent phenomenon of the legal system, a set of interrelated and interacting prerequisites, means and conditions that create appropriate legal and factual opportunities for the full implementation of law and freedom. It was found that the trends in reforming the system of the Ministry of Internal Affairs of Ukraine indicate the priority of the human factor over the improvement of the structure and technical modernization. After all, first of all, in order to increase the authority of the National Police among the population, in relations with citizens, it is the police officer who must act as a defender of its people and a representative of law and power, while the very specifics of personnel work should be considered as a sphere of a special "human dimension" of the organization.

**KEYWORDS**

Human rights and freedoms, leader, leadership, professional selection, personnel policy, professionalization of law enforcement officers.

**INTRODUCTION**

A priori, the success of any transformations is directly proportional to the efficiency of the administrative apparatus. Thus, the Democritus thinker noted that public affairs are the most important, and therefore expressed reservations about not allowing those who do not have the appropriate knowledge, do not have the appropriate qualities and do not know the business to govern. The Socratic ideal of administration meant the rule of those who knew, that is, it was based on the principle of competence in public administration [1]. The reflections of ancient thinkers are still relevant today, since the protection of fundamental rights and freedoms of man

and citizen depends on the employees of the National Police of Ukraine, called to serve the people of Ukraine [2]. An important organizational and legal means of ensuring human rights and freedoms is the law enforcement activities of the state, including the police, whose activities in this area are based on the principles of the rule of law, legality, recognition of the highest social value, and the priority of its general rights. Bodies of the National Police of Ukraine, in comparison with other law enforcement agencies, solve a wide range of issues related to the protection of human rights, freedoms and legitimate interests. The realization of constitutional rights and freedoms of a person is impossible without ensuring these rights by the *organizational and executive* activities of state bodies and officials, since the latter testify to the reality of individual freedom – a necessary factor in the transition of legal opportunities in the practice of life of every person in our state. Therefore, it is very important to determine the role and importance of the state as a whole, its individual bodies in ensuring the implementation of constitutional human rights and freedoms. The effective work of law enforcement agencies, in particular, the police, plays an important role here. Their functions in the mechanism for the realization of human rights and freedoms are diverse: from creating guaranteed conditions for their implementation in public places to protecting criminals using cruel coercive measures.

The mechanisms of organizational and legal support of human rights and freedoms are classified into groups: *general* rights, for the implementation of which in society, the state already requires general social conditions and means, and *special* ones – these are human rights and freedoms, the implementation of which requires special support, certain social costs, especially material ones, but they require appropriate legal support [3]. The effective fulfillment by the National Police of the task of ensuring human rights and freedoms to a certain extent depends on the proper legal regulation of this activity through laws and other regulations [4]. At the same time, the emphasis on the propaedeutics of professional deformation exacerbates the need to develop integral mechanisms that determine the constructiveness of this process, which was **the aim** of the monographic study. The full achievement of the goal determined the completeness of the research **tasks**:

- determine the range of public relations requiring their provision by the National Police of Ukraine;
- a clear definition of the powers (rights and obligations) of various services of the National Police and their employees while ensuring the implementation of the rights and freedoms of citizens (a clear definition of the rights and obligations of police officers in relation to citizens, state bodies and their representatives, public organizations, a clear legal regulation of precautionary measures, means of persuasion and coercion, grounds, conditions, procedure for their application);
- fixing the types and measures of responsibility of the National Police employees for non-fulfillment or improper fulfillment of certain powers to ensure the rights and freedoms of citizens (the content of this goal is to ensure the principle of legality in the activities of the police);
- specify the mechanisms for protecting human rights and freedoms in the activities of police officers in the context of the needs for professional and job development of law enforcement personnel;
- substantiate the need to apply a general scientific methodological synergistic approach in the aspect of studying the integral theory of leadership;

– determine the specifics of personnel work with specification of the most effective methods of professional and psychological selection and evaluation of candidates for senior positions of the National Police.

Research methods and methodology are:

– a general scientific *synergetic* approach that holistically covers the universal process of self-organization, the stages of development of open nonlinear systems are applied to reveal the features of the leader's managerial competencies as the ability to act in situations of uncertainty;

– a general scientific *systematic* approach that allows, from the perspective of research, to explore the relationship and interdependence of the components of the "person – profession" system, the professional suitability of a candidate for service as its systemic property, which is formed in the process of attracting its activity, which arises and is evaluated in the process of performing the functions of organization, control, planning, correction, achievement of a given result of activity during service in the system of the Ministry of Internal Affairs of Ukraine [2];

– *personal* approach, allowed to explore the factors of professional suitability of a candidate for service in the National Police of Ukraine in the aspect of the implementation of ideas about the features of the manifestation of internal factors of activity of the role in the regulation of the processes of formation and implementation of the system property of the subject of activity;

– *historical-legal*, *comparative-legal* and *logical-normative* approaches were used for a retrospective analysis of the state of organization and implementation of various types of police training in Ukraine and abroad;

– *behavioral* approach was used to substantiate the psychological tools of leadership in statics (analysis of leadership traits) and in dynamics (analysis of the activities/behavior of the leader);

– *situational* approach allowed to analyze situational factors in connection between the leader and the situation;

– with the help of a *system-structural* approach, the processes of formation and development of the personality of a police officer in the process of professional formation were studied;

– a set of methods and techniques for the professional and psychological selection of candidates for the positions of heads of bodies and departments of the Ministry of Internal Affairs of Ukraine (method of biographical data; qualifying conversation; testing the development of intellectual abilities, professional suitability, personal qualities; method "assessment center"; method of manifestation of the behavioral reaction "STAR"; qualification cards and competency cards).

## THE SPECIFICS OF PERSONNEL WORK AS A MECHANISM FOR PROTECTING HUMAN RIGHTS AND FREEDOMS IN THE ASPECT OF THE INTEGRAL THEORY OF LEADERSHIP

In the context of the formation of a new type of law enforcement specialists, the legal component of the professional training of police officers is one of the main professional requirements for police activities [5]. Without them, it is impossible to observe the principles of police activity (rule of

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law, respect for human rights and freedoms, legality, presumption of innocence, inevitability of punishment, openness and transparency, police neutrality, interaction with the population on the basis of partnership, etc.) and the following police duties:

- strict observance of the provisions of the Constitution of Ukraine, the laws of Ukraine and other regulatory legal acts regulating the activities of the police, and the Oath of a police officer;
- professional performance of their official duties in accordance with the requirements of regulatory legal acts, official (functional) duties, orders of management;
- respect and observance of human rights and freedoms;
- preservation of information with restricted access, which became known to them in connection with the performance of official duties (clauses 1–3, 5, part 1, article 18 of the Law of Ukraine "On the National Police");
- compliance with the provisions of the Law of Ukraine "On the Protection of Personal Data" [6] in the case of direct operational access to information and information resources of public authorities (part 1 of article 27 of the Law of Ukraine "On the National Police");
- informing the person, during the conduct of preventive police measures, about the reasons for applying preventive measures to it, as well as bringing to the attention of the regulatory legal acts on the basis of which such measures are applied (part 2 of article 31 of the Law of Ukraine "On the National Police").

The issues of the formation of the personnel potential of the police and the professional and psychological training of police officers are traditionally the subject of research in legal psychology. But the activity of a police officer is multifunctional: in its work it uses the skills of legal assessment of people's actions, the basics of administration, organization of labor and management, maintaining legal documentation using modern information technologies, as well as the ethics of business communication. At the same time, the urgent problems of forming the personality of the employees of the National Police of Ukraine, as carriers of a new ideology of the service function, require expanding the boundaries of analysis familiar to legal psychology and bringing to the subject of research the achievements of other branches of legal, pedagogical and psychological knowledge in their synergistic combination. That is, the need for professional and job development of law enforcement personnel is not abstract, but specific and is conditioned by real factors [7].

*Firstly*, the professional and official development of personnel is determined by the complication of the content of labor and service in law enforcement agencies. Obviously, the professionalization of the public service in the bodies, structures and divisions of the police as a socio-organizational phenomenon is due to qualitative and quantitative changes in the content and nature of labor and is determined by the emergence of new professions and specialties, professional literature, professional communities, technologies for including a person in professional activities, formation and development it as a law enforcement professional. The concept of "professionalization" reflects the qualitative changes that objectified forms of labor undergo (positions, jobs, requirements for a person, its abilities). "It reveals the degree of maturity of varieties of social practice as professional types of labor, that is, those for the performance of which special qualities are needed in

a person – professional abilities. The content of the concept of "professionalization" also reflects the changes that occur in a person in the process of preparing it for professional activity, as well as when it performs special operations (techniques, actions, movements), duties, and peculiarities of its behavior in certain working conditions" [8].

*Secondly*, the professional and official development of personnel is determined by the structure of motivation of private and commanding personnel. For example, some law enforcement officers seek to realize themselves in the law enforcement activities of the state. Others see this service as the most appropriate way to take their rightful place in society. Still others see an opportunity to solve their material problems, to establish connections with people who are useful for life. These motives are also driving forces in the professional and official development of law enforcement officers, and they should not be neglected.

*Thirdly*, the professional and official development of law enforcement personnel is due to temporary restrictions on the cycle of a person's active professional life and the constant need of bodies, structures and departments to ensure their development. After all, the intensity, rhythm, pace of development of any organization and society as a whole depend not only on the constant influx of people who can fill positions in the organizational structure, but also on the opportunity to do work better than its predecessors did, to increase personal professional experience, and therefore the experience of the organization. The rate of increase in the professional experience of the personnel of bodies, structures and divisions of law enforcement agencies is the most important factor in its stable and dynamic development. Ignoring these circumstances negatively affects the results of law enforcement and the right to security activities, the legal awareness of citizens and, in general, the quality of social development.

A person, its life and health, honor and dignity, inviolability and security are recognized in Ukraine as the highest social value. Ensuring the protection of the rights and freedoms of man and citizen, property, public order, including from criminal encroachments, is one of the main functions of the state. No wonder one of the most authoritative reformers in the world, Lee Kuan Yew, former Prime Minister of Singapore, said: "Most of all, we need stability, certainty, security, democracy does not work in chaos, laws do not work when there is no order" [9]. Proclamation in Art. 3 of the Constitution of Ukraine [10] that a person, its life and health, honor and dignity, inviolability and security are recognized in Ukraine as the highest social value, and the assertion and provision of human rights and freedoms is the main duty of the state, requiring the latter to form an appropriate system of organs (subjects), called law enforcement [11]. These include the National Police of Ukraine, which occupies an important place in the system of public authorities, as a result of which their functions and powers differ significantly from others. At the same time, the activities of law enforcement agencies, primarily the National Police, in modern conditions require a fundamentally new approach to their main functions, the conceptual level is the implementation of the main purpose – ensuring reliable protection of the legitimate rights and interests of a person, society and the state [12]. It should be noted that the law enforcement management system is too complex and not always effective. As Serhii Kishchenko notes [13] "the main task of the government is not so much to change individual processes and renew personnel – first of all, it is to create a completely new management system".

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The professional activity of a police officer should always be evaluated from at least two sides: *firstly*, taking into account its individual properties and characteristics; *secondly*, taking into account the characteristics and characteristics of the team in which it works. And only with a comprehensive account of both of these components, it will be possible to obtain the most objective idea of the effectiveness of professional activity. Indeed, in the overwhelming majority of cases, a combination of qualities and characteristics of both subjective and objective (group) order operates [14]. In the face of the "danger", which is now quite high for society, the logic of the functioning of the police, as well as the judicial system, political and state bodies, is changing. There is a definition of a new "meaning" and identity of the functioning of the police (structural adaptations, professionalization, practice, new equipment, etc.) and the boundaries of the implementation of police functions.

Recently, the ideas of dialogue, cooperation, joint action, the need to understand a different point of view, respect for the individual, and forecasting its development have been discussed more and more intensively. These ideas determine the intensive development of new approaches that have even more acutely outlined the problem of a methodological crisis in education, science, economics, and politics. The 20<sup>th</sup> century saw many important changes in the methodology of cognition. It was realized that the existing subject structure of knowledge does not allow concretizing a unified approach to solving complex problems related to the activities of systems of the highest level of organization: personality, education, society. This is how the ideas of synergetics, theoretical cybernetics, polyparadigmality, etc., appeared. The urgent need for such (humane, human-oriented) theories in the modern economy, management, education and other areas is determined by the fact that back in the 20<sup>th</sup> century, humanity fell into the area of development *instability* (which continues to this day), when seemingly insignificant actions, the actions of individuals began to lead to catastrophic consequences for society [15]. Therefore, it is fundamentally important to develop a doctrine of *human-dimensional strategies of behavior* that would make it possible to avoid consequences dangerous for society in the information environment.

The methodological advantage of synergetics lies in the fact that its subject covers the entire integrity of the universal process of self-organization as the stages of development of an open system – the emergence, change, self-complication in terms of structural ordering. In other words, the *synergetic paradigm* is the most complete, transdisciplinary scientific and methodological theory. After all: it is at the interchapter of modeling interdisciplinary communication, philosophical reflection and collective expertise that a synergistic methodology arises [16]. As Iryna Predborska [17] convincingly asserts, specialists consider science, economics, education and law as social forms of manifestation of synergetic principles. In this case, slowly changing order parameters and rapidly changing variables, which in economics, for example, were established by Paul Samuelson as early as the middle of the 20<sup>th</sup> century, serve as an illustration (1947) and described by Weibing Tsang in the early 90s (1991).

In science, the synergistic order parameter from the point of view of Hermann Haken (1996–2003) is the concepts of "paradigm" and "paradigm shift", considered by Tomas Kun in the 70s XX century in his famous work "The Structure of Scientific Revolutions" [18]. Ivan Ziazun, the

founder of the Ukrainian scientific school "Pedagogical Excellence", noted that: "through synergetics, one can achieve a deeper understanding of the most diverse phenomena of nature and the human world. It is quite possible to apply synergetics to understanding the complex phenomena of the human psyche and creativity. It will be useful for removing some psychological barriers, including fear of complex systems, fear of chaos, it will help to see and feel the beauty and duality of nature, the constructiveness and destructiveness of chaos. Synergetics is the aspiration of a person to the depths of the material and spiritual world, the path to the knowledge of the deep layers of the Universe" [19]. In this perspective, Alla Semenova [20] argues that the formation of real systems under certain conditions with the choice of one of the possible variants of self-organization is the subject of non-linear post-non-classical science. That is, for the nonlinear synthesis of knowledge, the fundamentalism of the previous stages of the methodology of science is unsuitable. After all, the choice of self-organization options can be determined by the external conscious or involuntary influence of a *person* on a self-organizing system. This circumstance is the basis of human freedom and the risks associated with it.

At an active age, adults can influence historical events, guided by the values on which they were formed as individuals. The subject structure of knowledge does not allow concretizing a unified approach to solving complex problems related to the activities of systems of the highest level of organization: personality, education, society. Therefore, the essence of *leadership* is that the followers recognize the leader only when it has proven its competence and value to them. *Martin Chemers* [21] *interprets the phenomenon of leadership* as a process of social influence, thanks to which the leader receives support from other members of the community to achieve goals. The search for qualities characteristic of leaders has been going on for many centuries. Philosophers from Plato to Plutarch were interested in questions about what distinguishes leaders from ordinary people, thereby arguing that the origins of leadership lie in the individual characteristics of a person.

*Leadership* is key to achieving organizational effectiveness. On the one hand, leadership is seen as the presence of a certain set of qualities characteristic of those who successfully influence others, on the other hand, it is a process of non-forced influence in the direction of achieving the organization's own goals. In order for the organization to effectively perform its tasks, it is necessary to ensure the performance of all management functions [2]. To study the phenomenon of leadership, many researchers turned back in the 19<sup>th</sup> century. Scientists of those times opposed the leader of the crowd, slaves and tried to find an explanation for this. Thus, one of the most influential theories was formulated by Francis Galton [23], who considered leadership to be a manifestation of natural, hereditary talent. Cecil Rhodes [24], in turn, convinced that a leader can be brought up from a gifted person through appropriate training. For practical support of his theory, Cecil Rhodes in 1902 founded a scholarship that allows students with leadership abilities to study at Oxford University.

In the 1920s, when interest in management as a science first began to appear, exploration of leadership theories began. The first thing that the researchers drew attention to was the possible presence of similar character traits in different well-known leaders. This is how the "Theory of traits" or "Theory of great people" appeared. But it turned out that it is very difficult to concretize

the universal features. Naturally, there were many similarities. For example, such traits as high intelligence, erudition, bright appearance, self-confidence, etc. However, it was not possible to create a general portrait of the leader. People who did not have the above qualities were also outstanding leaders [25].

In the 1940s–1950s, numerous evaluations of previously put forward theories [26] led to the conclusion that a new approach to the problem of leadership was needed. First of all, I did not find an explanation for the fact that the existing qualities under some conditions made people leaders, but in others they are not needed for leadership. The new theories have shifted towards behaviors that promoted leadership. This approach remained dominant in the psychology of leadership for several decades.

The next step was to develop a *situational theory of leadership*. According to which, the appearance of a leader is determined by the current situation. Depending on the task, the leader may change. The leader can focus on solving a problem or relationships in a team. Fred Fiedler, after conducting a series of studies, found the dependence of leadership style on the situation in the team [27]. If there is a favorable situation in the team, friendly relations and employees perceive the leader, respect and listen to it, the task-oriented leader will be effective. It will be able to set precise goals and be demanding. A well-coordinated team works faster. The same scheme works in an unfavorable ecological situation, where the leader is not perceived and respected. A task-oriented leader will also be effective. In the medium degree of favorableness, where there are problems in the team and employees do not know how to perceive the leader, the leader, who is relationship-oriented, will be more successful. To create a favorable situation, to improve relations in the team is the primary task of the leader. The third step of the researchers is the *systems theory* of leadership. Here leadership and the leader are considered from the point of view of group dynamics. The group is considered as a system, leadership is the organization of relations in the group, the leader is the subject of managing this process [25]. A corporate leader who wants to remain effective for a long time must be able to quickly adapt to changing circumstances and flexibly vary its behavior. Unfortunately, most managers get hung up on one style of behavior, which, for example, proved to be effective during the formation of the organization, but does not at all correspond to a period of intensive growth and holding new positions. As a result, the efficiency of the organization decreases.

The leader receives power and to support it, it must provide subordinates with the opportunity to satisfy their needs. In return, they satisfy the leader's need for power over them and provide it with the necessary support. The ideal option is considered to be a combination of formal and informal leadership, that is, the official leader is recognized by the members of the group and the leader. In this case, its formal rights are supplemented by the possibility of informal influence on the group [28]. In cases where the manager and the leader do not coincide in one person, there may be dissatisfaction with the work and an increase in conflict.

Consequently, the originality of accents in the interpretation of the phenomenon of leadership is reflected in many theories: situational, functional, behavioral, etc., as well as the *integral theory*

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*of leadership* [20]. Of particular importance in the post-non-classical period of science in terms of the development of leadership theories are the ideas of the formation of managerial competencies, as the ability to act in *situations of uncertainty*. The methodological advantage of synergetics is that it offers a new approach to forecasting. This approach is based not only on an analysis of the current situation and immediate development trends, but also on an understanding of individual goals – attractor structures. The implementation of the unity of the non-linear synthesis of knowledge in the aspect of the development of leadership theories based on a synergistic approach will allow a manager of any level to build around one common many more side trajectories (educational development routes), which will demonstrate the nature of the probability of processes, the variety of possibilities of ways to improve the efficiency of systems functioning and the way they are used.

Foreign studies are actively studying professional socialization at the initial stage of a young specialist's immersion in a profession and professional environment. Scientists believe that this process can continue throughout the entire professional path of a person. Most researchers agree with the opinion that entry into a profession is impossible without undergoing professional socialization, especially at the initial stage of activity. Thus, William G. O'Neill [29], using the example of post-conflict countries, notes that, when embarking on police reform, all its participants should understand from the very beginning that its implementation includes much more than just a "technical solution" or external changes in activities of police institutions. Given the complexity of the reform, in the process of its implementation, it is necessary to take into account not only experience in the field of institutional changes, management, logistics, but also psychology. Important in this sense is the experience in the field of "management of changes" and organizational psychology to create a new incentive system, new ethical principles and organizational culture of the police.

Olena Yevdokimova [30] notes that the professional activities of police officers are distinguished by an extraordinary variety of tasks to be solved. So, in the activities of a law enforcement officer, there are: strict legal regulation; emotional stress (negative emotions are oppressed by workers, and discharge is usually significantly delayed); high-ranking professional goals and objectives (aimed at the elimination of crime); the presence of special powers; professional sense of increased responsibility for the consequences of activities (often a determinant of professional burn-out and deformations). Law enforcement professional activity requires significant psycho-emotional stress, patience, thorough professional knowledge and high responsibility from police officers.

Managerial competencies, manifested in human behavior, are transformed into its personal properties and characteristics. These competencies are characterized by motivational, semantic, regulatory components along with knowledge and experience. This creates the basis for the conscious choice of human actions, the additional advantage of which is the relatively small energy required for response actions at bifurcation points. Nonlinear systems at these points are fundamentally open and very sensitive. Therefore, consideration of the theoretical reconstruction of nonlinear phenomena makes sense in the broad context of scientific discourse. This approach is supported by the growing importance of scientific communication in the framework of interdisciplinary projects, typical for complex problems of nonlinear science in the study of complex

human-scale systems: pedagogical, environmental, technological, etc. The study of real practice can be considered from the point of view of self-organization in the environment of scientific communication, especially when it comes to multidisciplinary scientific communities. Currently, there is a self-organization of scientific communities. Among the methodological models of science, not models of the growth of knowledge as changes in theories come to the fore, but models of the historical school in the methodology of science. At the same time, the form of a community of representatives of different generations, different professional forms of activity also creates the scope of a real-ideal culture [20].

The development of personnel potential involves the formation of a stable and highly professional staff of the bodies of the Ministry of Internal Affairs, capable of properly responding to challenges and threats in certain areas. Therefore, especially during the period of reforming the law enforcement system of Ukraine, the search for personnel selection tools for the system of the Ministry of Internal Affairs of Ukraine becomes more relevant than ever [31].

The personnel policy in the National Police of Ukraine is an integral element of the state personnel policy. The existing models of "police management" have made a significant evolutionary path – from bureaucratic, "reactive" to modern humanistic ideas. Many police scientists [32–34] emphasize the complexity of professional law enforcement, point out that "police management" has specific psychological characteristics, in particular:

- 1) a high level of responsibility and emotional saturation of their professional activities;
- 2) the lack of predictability of most management decisions made in fleeting conditions with a limited amount of information;
- 3) a significant number and variety of operational tasks and activities performed;
- 4) a high level of determination of the performed official actions by time parameters, specific organizational conditions for the activities of law enforcement officers in general;
- 5) indirectness of the implementation of managerial actions on the specifics of official relations in the police;
- 6) socio-technical type of managerial actions, which requires taking into account the actual technological conditions, social, service and technical components in the process of making managerial decisions;
- 7) a certain dependence of the optimality and effectiveness of the manager's actions on personal individual and psychological characteristics;
- 8) direct proportional dependence of the results of the manager's activity on various determinants that are beyond the reach of its managerial influence.

A priori, the success of the implementation of the goal and functions of the "police management" of personnel on the basis of optimization in the conditions of reform changes requires compliance with its general functions, namely:

- 1) analytical;
- 2) prognostic;
- 3) planning;

- 4) organizational;
- 5) regulating;
- 6) controlling.

The structure of the system of work with the personnel of the bodies and units of the National Police consists of four groups of elements:

- 1) organization of the personnel policy algorithm;
- 2) work with personnel;
- 3) vocational training, professionalization of law enforcement officers;
- 4) social and legal protection of employees of the National Police of Ukraine.

Personnel policy in the bodies and divisions of the National Police of Ukraine is an objectively determined social phenomenon. Fundamental changes in modern social, political, economic conditions, a shift in the focus of law enforcement activities in terms of humanizing their activities determine the goal of the modern personnel policy of the National Police of Ukraine. In addition, in the process of implementing a modern personnel policy in the National Police of Ukraine, the following principles should become dominant: ensuring the priority of human and civil rights and freedoms, respect for the dignity of a person and identifying a humane attitude towards it; observance of the Constitution and laws of Ukraine; protection within the competence defined by law of the rights and freedoms of citizens on the basis of their equality before the law, regardless of national or social origin, attitude to religion, political beliefs, official or property status and other characteristics; observance of the principles and norms of international law, existing international treaties of Ukraine, as well as focusing on European democratic standards implemented in the law enforcement system of Ukraine; interaction of the National Police of Ukraine with other state authorities and local governments. Optimization of the staffing of the National Police of Ukraine is a difficult process that determines the consistent implementation of a set of research, organizational, managerial, political and legislative actions necessary to ensure the mechanism for the effective functioning of bodies in the field of national security of the country [35].

In fact, recruitment, setting up and maintaining personnel records have been and remain the leading areas of work for any system, organization, enterprise, especially with regard to the recruitment of senior positions that are assigned the management function. It is generally accepted that the success of any enterprise depends on its leader. Not all people can do the same job equally well. Being in a leadership position does not always mean being a real leader. Therefore, candidates for certain activities must be carefully selected.

It should be stated, as noted by Valentyn Venedyktov [36], that in the scientific literature we find the synonymous use of the concepts "recruitment" and "selection". This position is erroneous, since the professional *recruitment* of personnel is a process of assessing the professional qualities of a circle of applicants, determining the suitability of each of them to perform their duties, and professional *selection*, in turn, is a system of professional diagnostic examination of a person aimed at determining the degree of its suitability for certain types of professional activity in accordance with regulatory requirements.

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In the academic explanatory dictionary of the Ukrainian language, we find another confirmation: selection or action by meaning *to select* – to take, choose, singling out from the general mass according to a certain attribute [37], and recruit or action by meaning to recruit choosing, finding the most suitable, select [38]. Thus, professional recruitment precedes professional psychological selection. It is with the help of recruitment that we choose the best manager and manager from the selected candidates for the positions of heads of bodies and departments of the Ministry of Internal Affairs of Ukraine.

Speaking about the recruitment of candidates for senior positions in the system of the Ministry of Internal Affairs of Ukraine, it is important to note that the professional managerial activity of a modern manager is multifaceted. It combines activities to determine the main goals of the headed structural unit (this is both the influence on subordinates, and the performance of certain functions both in relation to subordinates and the organization as a whole, and to higher authorities) and necessarily provides for monitoring compliance with the current legislation [39]. The head is at the same time the subject of both intra-organizational and external managerial relations. It must not only organize the work of all structural units, but also ensure its activities as a whole. The objects of influence of the leader are material and financial resources, the labor collective. The head represents the body headed by it and carries out its representation in external relations. The real influence of the leader on the activities of the body (subdivision) is based not only on its official powers, but also on personal authority, that is, it has two components: a formal leader and an informal leader [40]. Therefore, the recruitment of a leader is, in addition to professional, also psychological in nature.

The professional-psychological recruitment of managers of the law enforcement system provides for a prognostic assessment of the mutual consistency of a person and a profession through the correspondence of the personality of the future leader to its potential professional managerial activity; and determines the effectiveness of the system of the Ministry of Internal Affairs of Ukraine by highly professional candidates for senior positions [41]. Based on the analysis of the literature on personnel management [42], the most effective methods of professional and psychological recruitment of candidates for the positions of heads of bodies and departments of the Ministry of Internal Affairs of Ukraine should be identified:

- method of biographical data – the study of the biography of the candidate in relation to its predictive capabilities of performing managerial functions and suitability for the qualification requirements of the position;
- qualifying conversation – obtaining information through verbal communication, interviews, allows to predict future performance and compare with other candidates [43];
- testing using valid diagnostic tools to identify the level of development of intellectual abilities, professional suitability, personal qualities;
- profile of the profession, which is a list and description of general and special competencies necessary to perform professional management activities;
- the "assessment centre" method, as the involvement of professional experts in combination with the complex use of tests, discussions, situation analysis, simulation and business games, solving complex situational problems;

- the method of manifestation of the behavioral response STAR, in which the candidate for the position solves situational management tasks;
- personnel outsourcing or granting the authority of the selection organization to a third-party organization that has the appropriate permits and programs;
- qualification cards and competence cards, that is, portraits or profiles of successful leaders;
- polygraph as a method of obtaining the necessary indicative information and determining the features of the candidate's virtue, however, the use of this method is not defined by the legislation of Ukraine.

Let's note that the presented methods do not exhaust the entire palette of possible options for assessing candidates for senior positions. In general, the choice of methods depends on the bodies and departments of the Ministry of Internal Affairs of Ukraine that need a new manager, and the specifics of future professional management activities. At the same time, there is a need for an integrated use of professional psychological selection methods, since no method will provide separate and comprehensive information about the candidate's suitability for the desired position.

We also explored the experiences of future police officers and workers, identified the dominant areas of personality and types of behavior. Proceeding from this, it should be noted that during the training period, the students develop a consciousness of belonging to a new environment, and identification with the profession takes place. For young police officers, adaptation to the profession goes to a different level, namely, for them it is important to have a sense of trust in the profession, awareness of their own participation and the possibility of influencing events, because it is the conviction that the development of events will meet their expectations that will contribute to the harmonious professional development of a law enforcement officer. In parallel, there is the formation of active strategies to counteract stress, which are a necessary condition for personal growth, strengthening stress resistance, as well as increasing the efficiency of a police officer's professional activities.

Selection of candidates as a thorough analysis of questionnaires, interviewing, testing, evaluation of candidates, work of the evaluation center, job offer, receiving recommendations; preparation of an employment contract, only one of the three stages of selection, along with the definition of requirements (preparation of job descriptions and a list of requirements for candidates, deciding on employment conditions) and attracting candidates (review and evaluation of internal and external sources of attracting candidates, placement of recruitment announcements, appeal to agencies and consultants) [44].

Considering that the effectiveness of the recruitment of candidates for senior positions is facilitated by: the relationship between the recruitment process and the general context of programs implemented in the personnel management system; taking into account factors affecting the employee (organizational culture, psychological climate in the team, environment); choice of methods; compliance with the chosen method of the required professional category of the candidate; accounting for the level of costs for the application of the chosen method; taking into account the requirements of labor legislation; ensuring a fair approach to applicants for a position [45], it should be noted the need to detail the requirements for candidates for leadership positions. The more clearly formulated and developed the profile of requirements for the candidate, the easier it is to conduct a high-quality professional and psychological selection.

Therefore, the improvement of personnel work in the bodies and units of the National Police of Ukraine becomes possible through the implementation of a number of the following activities:

- development and improvement of the regulatory framework for the implementation of work with personnel and personnel work in the bodies and divisions of the National Police of Ukraine, in particular, through the development and approval of strategic instructions for the implementation of a unified personnel policy;
- modernization of the integrated personnel management system of the bodies and divisions of the National Police, the introduction of the latest approaches and methods of activity in the work of personnel divisions;
- providing sustainable incentives for the professionalization of the employees of the National Police of Ukraine in accordance with the strategic programs of professional development;
- creation of conditions for the exchange of practical experience with the police of the leading states of the world;
- the use of modern information and communication technologies in the field of staffing, the formation of a transparent and accessible motivational system in the bodies and divisions of the National Police of Ukraine, which will contribute to an accurate assessment of the possibility of career growth for police personnel.

### **CONCLUSIONS TO THE CHAPTER 3**

The practice-oriented mechanism of organizational and legal support of human rights and freedoms by the National Police of Ukraine is the only, integral and qualitatively independent phenomenon of the legal system, is a set of interrelated and interacting prerequisites, means and conditions that create appropriate legal and factual opportunities for the full implementation of law and freedom [3]. In this perspective [14]:

- the content of primary training for the National Police of Ukraine was determined: on the one hand, this is the professional activity of authorized state bodies and services for the provision of educational services and the inculcation of practical skills that will be used by police officers in practice, on the other hand, professional training of police officers, which will provide appropriate the level of their professional qualifications, which will be necessary for productive policing in the future;
- a practice-oriented characteristic of the organizational model of police officer training as a system of measures aimed at consolidating and updating the necessary competencies of a police officer, taking into account the operational situation, the specifics and profile of its operational and official activities, is provided.

The effectiveness of the professional-psychological recruitment of leaders in the bodies and divisions of the Ministry of Internal Affairs of Ukraine should take into account the psychological characteristics of the personality of candidates, the specifics of their future professional

management activities, labor potential and the requirements of the current legislation. The success of the election of a competent leader depends on the specification of the requirements for the candidate and correctly selected methods of professional and psychological recruitment.

Strengthening the importance of such factors as: satisfaction with one's work, its results, the need to constantly improve one's professional skills and educational level, the desire for improvement, creativity and initiative in work requires an intensive search for a new organization of work activities and new personnel management methods that stimulate high-quality law enforcement activities, taking into account the specifics of personnel work in the aspect of leadership theories. Such trends in reforming the system of the Ministry of Internal Affairs of Ukraine testify to the priority of the human factor over the improvement of the structure and technical modernization. After all, first of all, in order to increase the authority of the National Police among the population, in relations with citizens, it is the police officer who must act as a defender of its people and a representative of law and power. While the very specifics of personnel work should be considered as a sphere of a special "human dimension" of the organization.

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