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Peculiarities of the patrol police unit head's job to ensure public safety and order during military operations

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■ **Abstract.** The rapid, full-scale invasion of Ukraine by Russia has left the country's defence and security forces, such as the Armed Forces of Ukraine, the National Police of Ukraine, and the National Guard of Ukraine, in a state of focus, resilience, and need for clear leadership. Leaders have a key role to play in preventing staff from becoming deadadapted and disoriented. They must ensure that the effort organisation is structured in such a way that positive results are achieved, and losses are minimised. The research aims to study the views and opinions of scholars and practitioners on the state of the managerial and organisational potential of heads of patrol police units whose main task is to ensure public safety and order. The study used scientific and empirical methods, in particular, the synergistic approach, graphical, comparison, analysis and synthesis, and questionnaires, based on which reasonable conclusions were drawn. Following the results obtained: the conclusion regarding gaps in the procedure for interaction between patrol police officers and some law enforcement agencies and the lack of special training for actions in extreme conditions were deducted. It is established that patrol police officers are guided by a sense of national patriotism, which is formed through persuasion, moral support, and the example of their superiors. The areas of cyber hygiene, first aid training and handling explosive devices are lacking. The analysis of the reports of the heads of the services showed a positive trend in reducing the number of offences and deaths on the country's roads. The practical value of this study is that it is in demand, as it reveals the actual problematic issues of the professional competence of a patrol police officer who is involved every day in ensuring public safety and order in different regions of the country with atypical levels of threats and dangers. It is the basis for further scientific study and solution of problematic aspects of patrol police service in the context of martial law and active hostilities by the aggressor country

■ **Keywords:** law enforcement agencies; police officer; management; leadership capacity; martial law; regulations

■ **Suggested Citation:**

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■ Introduction

The relevance of the period of reforming Ukraine's law enforcement system to the standards of the European Union is determined by the need to increase the effectiveness and trust in law enforcement agencies. The new patrol police, established in 2015, was intended to ensure a high level of police professionalism, corruption integrity and respect for citizens' rights.

This period of reform was controversial and required a great deal of effort to bring about change in the system. The creation of new patrol police officers and units across the country was supposed to transform the way law enforcement was carried out into a more transparent, democratic, and community-oriented approach.

The relevance is determined by the fact that law enforcement reforms were an important step for Ukraine in ensuring the rule of law, fighting corruption, ensuring the safety of citizens, and attracting foreign investment. The transition to European Union standards has enabled Ukraine to establish partnerships with European countries and become more attractive to tourists and businesses¹.

In the course of the newly created unit's work, issues arose that required study. One of the main ones was the issue of defining the principles of their activities. D. Dronik (2023), S. Chyryk (2018) & R. Molchanov (2018) in their studies established and characterised the administrative and legal basis for effective professional activity of patrol officers. In addition, domestic scholars have tried to establish the professional competencies of a patrol officer as a subject of social relations who prevents various types of offences (Lytvyn, 2019; Maiorov, 2020).

Foreign scholars study the experience of the police, which are called upon to ensure safety on the streets of cities and towns in typical and atypical situations following the peculiarities of the crime situation in the region. C. Koper *et al.* (2022) revealed the peculiarities of police interaction with the local population in "hot spots". The main goal was to accumulate police interaction with the population in the procession of evacuation or detention of criminals. J. Kringen *et al.* (2020), through an experiment, managed to prove the effectiveness of the creation and practical operation of foot patrols in the city. It was proved that the statistics of detection of offences have changed for the better due to the development of the territory where the vehicle cannot move while ensuring public safety in a certain area.

During the global pandemic and the full-scale invasion of Ukraine by the aggressor country, patrol police units continue to work and successfully perform

their duties thanks to the properly strategic leadership planning. In peacetime, the functionality of a public safety and order unit is clear and requires control by the leadership. At the same time, foreign scholars are working on problematic issues of leadership and the organisational and managerial activities of a police chief. C. Filstad & T. Karp (2021) studied leadership in the police as a professional practice. During the period of the violent war, new requirements and tasks were imposed on the patrol police, which required strategic leadership management. S. Ponomarov (2018), M.V. Kocherov (2019) & V.V. Bezeha (2020) tried to establish the legal status of the patrol police within the National Police of Ukraine as a security and defence sector entity to further establish the order of subordination and interaction.

Increased patrolling of the streets of cities and towns; detection of sabotage and reconnaissance groups; prompt and urgent response to any incidents in emergency and extreme conditions (for example, during air raids and the threat of a missile attack); assistance in the dismantling of destroyed buildings and rubble; rescue and search operations; organisation of checkpoints; business trips to work in the de-occupied territories – this is only a part of the work that patrol police are involved in every day. In such conditions, there is an urgent need for high-quality professional psychological training that will allow them to remain stress-resistant and professional while performing their duties (Bondarenko, 2019; Lytvyn *et al.*, 2020; Pomytkina, 2021).

The research aims to analyse the peculiarities and main problematic aspects of the activities of police chiefs in ensuring public security and order during the Russian-Ukrainian war.

■ Literature Review

Some scholars have already attempted to outline some general powers of the patrol police leadership and to identify priority areas of their work during martial law. V. Bondarenko *et al.* (2021) attempted to carry out a combined analysis of the managerial competence of the head. They determined that the manager should be ready to dive deeply into the problems of the unit and look for the most appropriate approaches to solving them in any atypical conditions. V. Pchelin (2022) suggested that universal managers who specialise in everything should be replaced by specialised managers. D. Afonin & A. Bokshorn (2022) analysed the study of the problems of interaction between police and paramilitary structures to jointly ensure public safety and order under martial law.

¹Law of Ukraine No. 580-VIII "On the National Police". (2015, July). Retrieved from <https://zakon.rada.gov.ua/laws/show/580-19#Text>.

M. Kovaliv & V. Ivaha (2016) revealed the peculiarities of planning and organising the police in martial law. They describe what forces and means should be involved in ensuring public safety and order; the availability of the necessary reserve; and the procedure for interaction between different police and paramilitary structures. For example, in 2020, the leadership of the patrol police of the Luhansk region developed an updated schedule of the next shift of patrol police crews according to the “2 day/2 night/2 weekend” scheme, considering the principles of time management, to relieve and optimise service activities during peak hours (Kobzin & Chernousov, 2020).

V. Kovbasa *et al.* (2022) outline the problematic issues that arise when the police ensure the internal security of the state. The authors consider the regulatory framework for additional powers vested in police officers. They emphasise that there is a need for a clear delineation of police powers from military powers during the period of martial law.

Therefore, future professional training of patrol police officers to ensure public safety and order should be based on mastering tactics of action in conditions of disinformation or complete lack of information, uncontrollable operational situation, and problems of interaction with other law enforcement agencies.

T. Shevchenko & V. Yevtushok (2021) analysed the regulatory framework and problematic issues of interaction between units of the National Police of Ukraine (NPU) and paramilitary structures in the course of maintaining public order. According to the Order of the Ministry of Internal Affairs of Ukraine (MIA) No. 773¹, the procedure for joint measures to ensure public safety and order is established. The authors make proposals for the development of departmental orders that would allow units to familiarise themselves with each other's equipment and peculiarities of actions in atypical situations.

I. Radvanskyi & I. Yevtushenko (2021) attempted to establish the procedure for the National Police of Ukraine in the process of ensuring public security and order with paramilitary structures involved in the service. They established the hierarchy of subordination, the procedure for mutual information on the operational situation, etc.

During the armed aggression of 2022, S. Albul *et al.* (2022) developed guidelines that contain information on the rules for the installation, and arrangement of stationary and portable checkpoints; on the organisation of service on the territory of the checkpoint; on the procedure for checking citizens and vehicles in a difficult situation. It is important to note

that not only police and military officers are involved in checkpoints, but also local defence officers, who do not always have previous experience of service in paramilitary structures and interaction with them needs to be established.

Modern science does not yet have a unified algorithm of actions and thoroughly described peculiarities of the work of a manager under martial law, the procedure for interaction between the heads of various police units and paramilitary structures during martial law, because in the course of practical activity, many issues arise that require an individual approach to their solution. All of this determined the research relevance and requires theoretical elaboration.

■ Materials and Methods

The main methodological basis of the study was a set of theoretical, empirical, special methods and research techniques on the subject matter under consideration – the peculiarities of the activities of the head of patrol police units under martial law. A synergistic approach was used to study the regulatory support for the activities of the patrol police chief and the scientific achievements of scholars who have considered the managerial status and peculiarities of interaction between law enforcement agencies in atypical situations. This approach allowed for a comprehensive study of the status of the chief and the peculiarities of his subordination to military administrations during martial law.

The method of comparison was used to compare the level of effectiveness in peacetime and during hostilities, and the graphical method was used to visualise this data in the form of graphs/tables/diagrams. The analysis and synthesis were used to conclude the problematic aspects of the organisation of public security and order maintenance by subordinate personnel.

The survey method was used to establish the quality of the managerial potential of those who organised the service activities of their supervised units and the main barriers that complicated them. The survey involved 10 heads of patrol police units from different cities and regions of the country, who agreed to process and interpret the results in 2021–2022. Two surveys were conducted under the condition of complete anonymity by respondents filling out a printed questionnaire at their place of service. The questionnaires contained both closed and open-ended questions. The study complies with the principles of the Helsinki Declaration, given that the survey is considered participatory research.

¹Order of the Ministry of Internal Affairs of Ukraine No. 773 “On the Approval of the Procedure for Organizing the Interaction of the National Guard of Ukraine and the National Police During the Provision (Protection) of Public Safety and Order”. (2016, August). Retrieved from <https://zakon.rada.gov.ua/laws/show/z1223-16#Text>.

Structuring methods were used to structure the study following the generally accepted logic. Therefore, the study consists of the following elements: an analysis of the regulatory determinants of the activities of the chief and patrol police units in wartime indicates the lack of official instructions on interaction in the performance of tasks related to ensuring public safety and order; study of scientific developments in recent years describing the problematic aspects of the chief's professional competence in work; determination of the position of practitioners who are directly involved in organisational and managerial activities; interpretation of the survey; provision of author's recommendations on the issues under consideration.

■ Results and Discussion

According to the Law of Ukraine "On the National Police"¹, one of the tasks of the national police is to ensure public safety and order. The activities of the patrol police are directly related to this preventive function. The Order of the National Police of Ukraine "On Approval of the Regulation on the Department of Patrol Police" of 06.11.2015 No. 73² confirms this by stating that the Department of Patrol Police should implement a policy that guarantees the protection of the rights and freedoms of citizens. In general,

the concept of "public safety and order" can be understood as the overall protection of the rights and freedoms of the country's population. The police are called upon to ensure the equal exercise of citizens' rights and expression of their will. The legislator has moved away from the outdated terms "public safety" and "public order" and introduced a new concept that covers all aspects of law enforcement.

On 24 February 2022, the entire national security system went into martial law. The National Police of Ukraine was one of the first to take up defence and protection. The patrol police, which had been carrying out typical tasks (detecting and stopping illegal activities, ensuring traffic control, providing administrative services and police protection), began to perform additional tasks: intensive protection of important facilities; monitoring citizens' compliance with curfews; rescue of people affected by active hostilities; search for sabotage groups, protection from looting, etc. (Nielson *et al.*, 2022).

Despite the additional functions, the patrol police continue to show positive results in their work. Analysing the management's reporting documentation in recent years, a downward trend in the number of traffic accidents, administrative offences, etc. can be traced (Fig. 1).

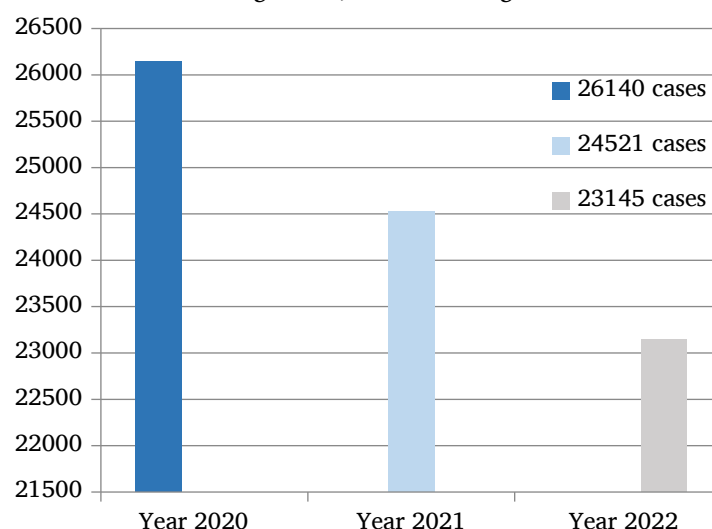


Figure. 1. Comparative graph of the number of road accidents with victims in 2020-2022

Source: Developed based on the annual reports of the heads of the NPU and the head of the Patrol Police Department (PPD)³

In the annual reports of the Head of the National Police of Ukraine⁴, it was also noted that the down-

ward trend is also evident in the number of people killed in road accidents (Fig. 2).

¹Law of Ukraine No. 580-VIII "On the National Police". (2015, July). Retrieved from <https://zakon.rada.gov.ua/laws/show/580-19#Text>.

²Order of the National Police of Ukraine No. 73 "On the Approval of the Regulation on the Patrol Police Department". (2015, November). Retrieved from <https://www.npu.gov.ua/acts/pro-zatverdzhennya-polozhennya-pro-departament-patrulnoyi-sluzhbi-zi-zminami>.

³Report on the results of the work of the National Police of Ukraine in 2021. (2021). Retrieved from https://media-www.npu.gov.ua/npu-pre-prod/sites/1/Docs/Dialnist/Richni_zvity/Zvit_NPU_2021_.pdf.

⁴Report on the results of the work of the National Police of Ukraine in 2022. (2022). Retrieved from <https://cutt.ly/lwyfF3Kn>.

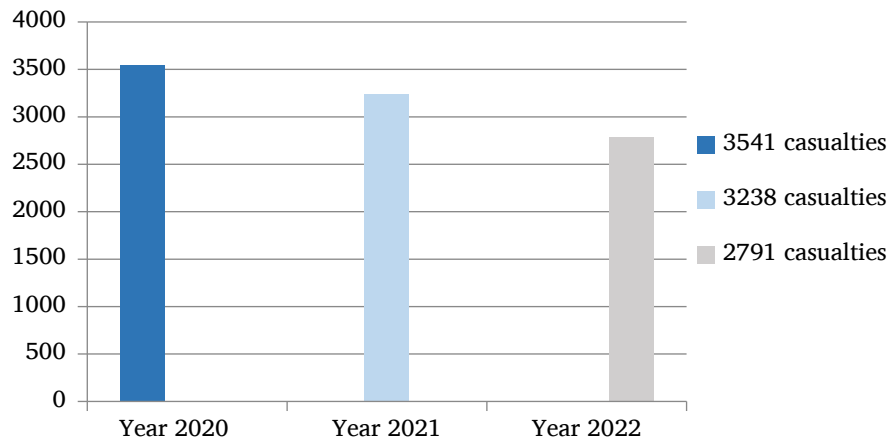


Figure. 2. Comparative graph of the number of people killed in road accidents in 2020-2022

Source: Developed based on the annual reports of the heads of the NPU and the PPP manager^{1, 2, 3}

Based on the aforementioned data and mathematical calculations, the number of road accidents with victims in 2021 decreased by 6.2% compared to 2020. The number of accidents of this type in 2021 and 2022 also decreased by 5.6%. Comparing the statistics for 2020 and 2022, the overall decrease was -11.8%.

On a positive note, the percentage of people killed in road accidents has also changed. The number of fatalities in 2021 decreased by 8.5% compared to 2020; in 2022, the percentage was 13.8%. The comparative percentage in 2020 and 2022 was 21.2% (Fig. 3).

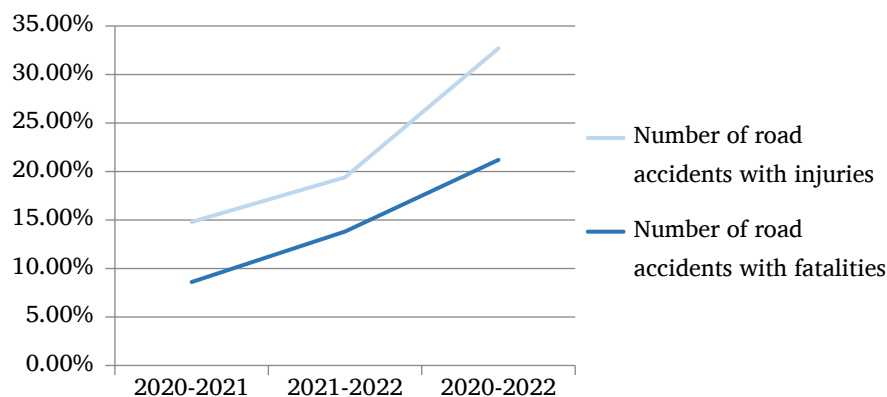


Figure. 3. Percentage analysis of mortality reduction in the period 2020-2022

Source: Developed based on the annual reports of the heads of the NPU and the PPP¹⁰

Martial law requires police to cooperate with paramilitary structures to ensure public safety and order not only on the roads. The main military group with which the patrol police cooperate is the National Guard of Ukraine. The Order of the Ministry of

Internal Affairs "On Approval of the Procedure for Organising Cooperation between the National Guard of Ukraine and the National Police of Ukraine in Ensuring (Protecting) Public (Public) Safety and Order" of 10.08.2016 No. 773¹¹ stipulates that these units

¹Report on the results of the work of the National Police of Ukraine in 2020. (2020). Retrieved from https://media-www.npu.gov.ua/npu-pre-prod/sites/1/Docs/Dialnist/Richni_zvity/zvit-npu-za-2020-rik_com.pdf.

²Report on the results of the work of the National Police of Ukraine in 2021. (2021). Retrieved from https://media-www.npu.gov.ua/npu-pre-prod/sites/1/Docs/Dialnist/Richni_zvity/Zvit_NPU_2021_.pdf.

³Report on the results of the work of the National Police of Ukraine in 2022. (2022). Retrieved from <https://cutt.ly/lwyff3Kn>.

⁴Report on the results of the work of the National Police of Ukraine in 2020. (2020). Retrieved from https://media-www.npu.gov.ua/npu-pre-prod/sites/1/Docs/Dialnist/Richni_zvity/zvit-npu-za-2020-rik_com.pdf.

⁵Order of the Ministry of Internal Affairs of Ukraine No. 773 "On the Approval of the Procedure for Organizing the Interaction of the National Guard of Ukraine and the National Police During the Provision (Protection) of Public (Public) Safety and Order". (2016, August). Retrieved from <https://zakon.rada.gov.ua/laws/show/z1223-16#Text>.

are involved in joint activities aimed at stabilising the operational situation and ensuring public safety and order in any conditions. The Order of the Ministry of Internal Affairs “On Approval of the Regulation on the Functional Subsystem for Ensuring the Protection of Public (Public) Order and Road Safety of the Unified State Civil Protection System” of 04.10.2019 No. 835¹ establishes a separate procedure for ensuring public safety in the unified civil protection system. Patrol police need to check the legality of the operation of certain vehicles. Together with other units, they are involved in organising special regimes for vehicles to enter designated areas, evacuating the population, conducting rescue operations, etc. At the official request of military administrations, patrol police officers escorted more than 18,000 special vehicles² evacuating adults and children from areas with a tense combat situation.

In the first days of the full-scale invasion, volunteering territorial local defence units also joined the fight against the aggressor. Following the Law of Ukraine “On the Principles of National Resistance”³, patrol police officers began protecting important infrastructure facilities, restricting the movement of the population in areas of certain defensive actions, and taking measures to ensure security in cities and villages and combat operations.

To streamline their activities, the Resolution of the Cabinet of Ministers of Ukraine (CMU) “On the Introduction and Implementation of Certain Measures of the Legal Regime of Martial Law” of 08 July 2020 No. 573⁴ regulated the issues of official activities during the curfew. Provided that a person violates the established rules of conduct, patrol officers have the right to carry out a special check (checking documents and, in case of reasonable grounds, checking belongings or cars) (Chyshko & Ivantsov, 2017). Patrol officers can also restrict access to certain areas and remove people from them. This raises several issues that complicate the work of patrol police officers and their interaction with other civil

defence agencies and services.

The continuous interaction of the patrol police with other security and defence forces also complicates their management. So far, there has been no regulatory act developed that would regulate the relationship and subordination of personnel with the migration or border guard services during joint activities.

Based on the above statements, an anonymous survey was conducted among the heads of various patrol police units on the existing problematic aspects of managing subordinate personnel during martial law. When interpreting the results of the survey, the managing officers emphasised (10 people - 100%) that the start of a full-scale invasion was not unexpected for the personnel and that they were all ready to start defending themselves.

The respondents noted that during the performance of their duties, patrol officers needed: personal protective equipment (4 persons – 40%); rest schedules (3 persons – 30%); psychological support for their activities (3 persons – 30%). Patrol officers continue to protect infrastructure facilities (thermal power plants, hydroelectric power plants, distribution stations), which are often targeted by the aggressor. That is why there is a need to obtain high-quality helmets, bulletproof vests, and armoured vehicles and to build special protective structures that would protect life and health. At the beginning of the aggressor country's invasion, the patrol officers were under considerable stress as they worked around the clock without proper rest. There was a catastrophic lack of time to recuperate, which sometimes led to difficult situations in their work. The tense situation, assistance in searching for missing persons, searching for, and retrieving the bodies of tortured civilians, ensuring public safety during burials, and a direct threat to the life and health of police officers - all this had a somewhat negative impact on the morale of the personnel, which required psychological support from the management and relevant psychological services (Fig. 4).

¹Order of the Ministry of Internal Affairs of Ukraine No. 835 “On the Approval of the Regulation on the Functional Subsystem of Public Order Protection and Road Traffic Safety Organization of the Unified State System of Civil Protection”. (2019, October). Retrieved from <https://zakon.rada.gov.ua/laws/show/z1199-19#Text>.

²Report on the results of the work of the National Police of Ukraine in 2022. (2022). Retrieved from <https://cutt.ly/lwyfF3Kn>.

³Law of Ukraine No. 1702-IX “On the Foundations of National Resistance”. (2021, July). Retrieved from <https://zakon.rada.gov.ua/laws/show/1702-20#Text>.

⁴Resolution of the Cabinet of Ministers of Ukraine No. 573 “On the Issue of the Introduction and Implementation of Some Measures of the Legal Regime of Martial Law”. (2020, July). Retrieved from <https://zakon.rada.gov.ua/laws/show/573-2020-%D0%BF#Text>.

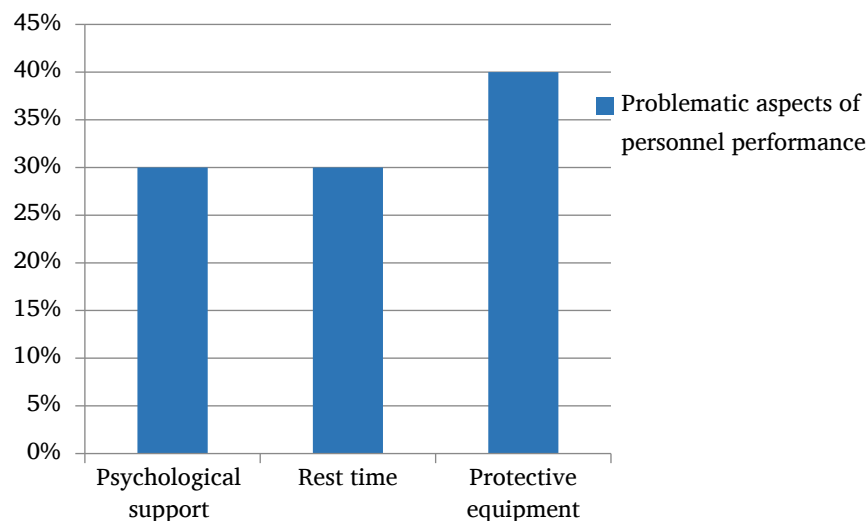


Figure. 4. Percentage analysis of existing problems in the work of the patrol police

Source: Compiled by the author based on the empiric study

Another problematic aspect that should be addressed in further training of personnel is the availability of relevant knowledge, skills, and abilities. Ye. Romanenko (2021) points out that knowledge and skills are essential components of a police officer's professional competence. They must think analytically, act in a coordinated manner and be able to take responsibility. Patrol officers, before being recruited to the National Police of Ukraine, undergo appropriate training to acquire knowledge of tactics in atypical situations, legal support for their activities, etc. The level of knowledge gained during initial training or studying at a higher education institution (HEI) can only be assessed after a police officer takes up duties.

The interviewed managers noted that knowledge in the areas of cyber hygiene (5 out of 50%), first aid (2 out of 20%), and explosives protection (3 out of 30%) is somewhat insufficient. V. Bilichenko (2021) describes another problem related to the lack of ability to assess risk levels and predict the development of events in the course of performing their duties. Under such conditions, a patrol policeman quickly moves from implementing a preventive measure to applying a coercive measure that may entail liability. Therefore, it should be assumed that another urgent need is to develop a plan for tactical and special training of patrol police officers to act in extreme conditions, modified to the current realities (Fig. 5).

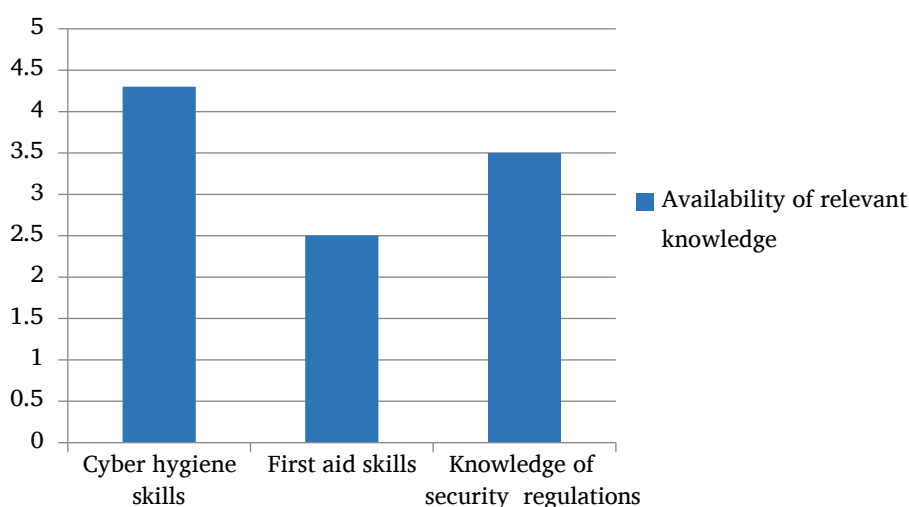


Figure. 5. Percentage analysis of the knowledge required in the performance of official duties by patrol police

Source: Compiled by the author based on the empiric study

The expanded powers allow police officers to check the personal belongings of citizens in case of certain legal grounds. The procedure for checking documents of persons, inspecting belongings, vehicles, luggage and cargo, office premises and housing of citizens during the implementation of martial law measures, approved by the CMU Resolution No. 1456¹ of 29.12.2021, allows for checks at checkpoints, but the legality of checking phone data has not yet been settled. Therefore, discussions and conflicts arise. The diversity of tasks, the dynamism of the service, and extremely atypical situations can affect the stress resistance of police officers themselves. In cases where qualified assistance is needed, a patrol officer may become confused and cause more damage than before. A modern training programme should include more practical exercises to work out typical situations in which a law enforcement officer may find himself or herself. They should learn the procedure for first aid: from autogenous breathing to tourniquet application. Clear and coordinated actions by a patrol officer can save many lives. Given

the fact that most of Ukraine has been experiencing active hostilities, many explosive devices remain in the open. The caches of such items can be quite shocking (children's toys, washing machines, etc.), so it is necessary to provide patrol officers with additional training on the rules for handling and securing such items until the arrival of the relevant specialists.

The patrol police of all regions, like all structural units of the NPU, continue to demonstrate their professionalism to the world. During the survey, respondents were asked several questions about motivating factors and methods of influencing staff. They answered that national identification was the motivation for them. Whereas before 2022, the answers varied and were in favour of material rewards, now the main motivation is patriotism (10% – 100%). The main methods used by managers in the process of managing and organising the work of their subordinates are training (2 persons – 20%); persuasion (3 persons – 30%); moral motivation in the form of awards and certificates (3 persons – 30%); material motivation (2 persons – 20%) (Fig. 6).

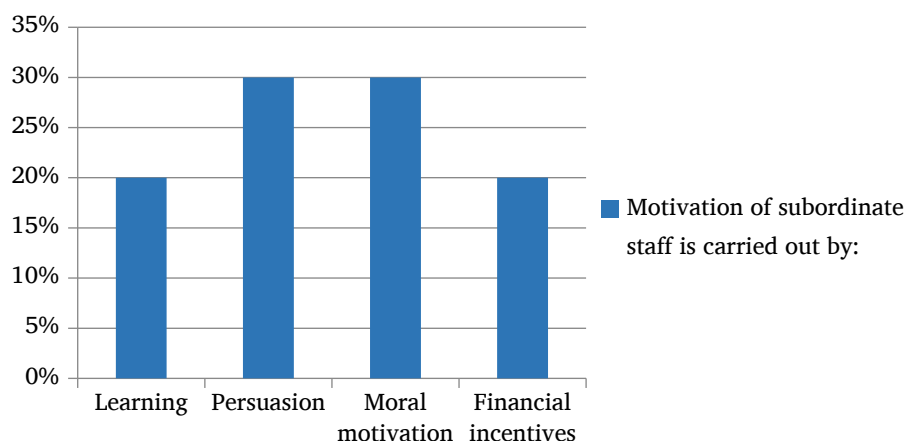


Figure. 6. Percentage analysis of typical motivational factors of service in the patrol police

Source: Compiled by the author based on the empiric study

It is worth noting that during the period of full-scale invasion, the patrol police remain a powerful multifunctional unit that continues to work for the benefit of the citizens of the country. Road deaths have decreased by almost -8% over the past three years. The number of road accidents decreased by almost -12% (Dyadyuk, 2023).

Based on previous studies by other scholars, the motivational aspects of service in the patrol police have changed somewhat since the introduction of

martial law. For example, V. Lytvyn (2019) found through a survey that those wishing to join the patrol police are guided by the motives of achieving success and material well-being (37% of respondents voted). V. Dotsenko (2021) found that patrol officers are motivated by high salaries (71% of respondents), but they need to structure their work (65.7%). Only a high level of awareness contributes to coordination. Comfort, diversity, and creativity in the needs during martial law are not observed. O. Ulianov *et al.* (2021)

¹Resolution of the Cabinet of Ministers of Ukraine No. 1456 "On the Approval of the Procedure for Checking Documents of Persons, Inspecting Things, Vehicles, Luggage and Cargo, Official Premises and Citizens' Housing During the Provision of Measures of the Legal Regime of Martial Law". (2021, December). Retrieved from <https://ips.ligazakon.net/document/kp211456?an=1>.

consider the police as an entity of the security and defence sector and note that the current legislation should be amended to establish the status of each unit, including the patrol police, and their functionality to prevent further duplication.

V. Synenkyi (2022) studied the peculiarities of using unspecified means while performing official duties under martial law. He emphasised that armed aggression created a state of confusion and maladjustment for some time. Therefore, the next training of patrol police officers should be based on mastering tactics of action in conditions of disinformation or complete lack of information, uncontrollable operational situation, and problems of interaction with other law enforcement agencies.

N.M. Bakayanova *et al.* (2020) investigated the problems of reducing the intensity of police response to calls. In addition, they drew attention to the importance of patrol police officers responding to calls on mental health and domestic violence. Military operations on the territory of Ukraine leave an inevitable mark on the human psyche. The changes are irreversible, so the studies of foreign researchers are timely and relevant to the topic of the research article.

It is common that in 2019, scientist A.Ye. Kryshchenko (2019) has already tried to define the role and place of the head of a territorial body in the National Police system in ensuring public safety and order. He, similarly, to this study, also found that the head only educates the personnel by personal example.

At the same time, new aspects emerge for further research: modernisation of methods and ways of working with unit personnel; improvement of professional training to enhance their competence; modernisation of programmes for training management to work in emergency conditions. The survey respondents indicated that police officers faced the problem of a lack of professional knowledge. This opinion is confirmed by V.M. Bilyk (2018), who believes that the lack of sufficient professional knowledge and the inability to implement certain theoretical norms in practice has led to the mass dismissal of patrol police officers (20% of the personnel). Therefore, the next training of patrol police officers should consider the problematic aspects and consider the recommendations of the management of the personnel who work directly with them.

The results of this study show that patrol officers are driven more by intrinsic motivation, which is manifested in national identification and patriotism (100% of respondents). The surveyed managers (60 per cent of respondents) indicate that material incentives are inferior to persuasion and moral motivation. The personal example and accessible training provided by supervisors is a more effective motivational factors for further service in the patrol police and a role model.

■ Conclusions

During the period of martial law, the tasks of the patrol police have changed significantly and have become wider. This situation requires daily planning and forecasting of further actions of the personnel by the management to achieve certain success and work for the benefit of society.

The martial law in Ukraine provides for the joint interaction of law enforcement officers with other law enforcement agencies or paramilitary units to ensure the public peace of the civilian population. During this time, the police must also cooperate with other law enforcement agencies or paramilitary units to ensure the public peace of the civilian population. This interaction is not always clearly regulated and, from time to time, leads to misunderstandings and conflicts. Therefore, the problem remains and requires thorough study.

It has been established that clear and professional management of the head can organise the operation of the entire team and obtain positive results. The empirical research has led to the conclusion that there is a need to adjust professional training programmes that should prepare police officers to work in active hostilities (evacuation of the population; escorting vehicles, search and rescue operations).

The analysis also revealed that respondents to the survey noted that their motivation to serve in law enforcement agencies is no longer based on the opportunity to receive material benefits, as it used to be, but rather on patriotism and national identification. This contributes to the formation of not a collective, but a real team working for the common good.

It should be noted that managers have taught their employees how to motivate them to work properly. The method of coercion or blackmail is long gone. Managers use persuasion, leading by example and training. Staff are motivated not only by extra pay for a special period but also by receiving intangible benefits: orders, medals, certificates, letters of appreciation, etc. That is why it is worth reviewing the system of incentives adopted and specified in the Disciplinary Statute.

In general, the activity of the patrol police during the period of active repulsion of the armed aggression of the terrorist state deserves a positive assessment. A large part of the job is taken over by the management. However, despite all the positive aspects of management, scholars need to thoroughly study the issue of subordination of the national police to military administrations and the issue of interaction with bodies and units whose cooperation is aimed at ensuring public order. In addition, the system of training for the leadership of patrol police units should be reviewed. Further research should focus on ways to improve the organisational and managerial activities of the National Police, in particular

the patrol police. Further development of recommendations for the functioning of the management in the field of organising the provision of public security and order by personnel in the de-occupied territories of the country is becoming relevant.

For the first time, the study recommends developing proposals for further training of patrol police officers for service in atypical conditions, the order of subordination in case of interaction with paramilitary

structures, the procedure for encouraging personnel to serve and professional and psychological support of the activities of the unit's management.

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None.

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Особливості роботи керівника підрозділу патрульної поліції із забезпечення публічної безпеки та порядку в період бойових дій

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■ **Анотація.** Стрімке повномасштабне вторгнення російських військових угруповань на територію України викликало в таких силах оборони та захисту країни, як Збройні Сили України, Національна поліція України, Національна гвардія України, стан зібраності, стійкості та потребу в чіткому управлінні. Керівники мають ключову роль у запобіганні дезадаптації та дезорієнтації персоналу. Вони повинні забезпечити організацію роботи таким чином, щоб досягалися позитивні результати і мінімізувалися втрати. Метою статті є вивчення поглядів і думок науковців та позицій практичних працівників щодо стану управлінсько-організаційного потенціалу керівників підрозділів патрульної поліції, основним завданням якої є забезпечення публічної безпеки та порядку. Під час проведення дослідження використано комплекс наукових та емпіричних методів, зокрема синергетичного підходу, графічний, порівняння, аналізу й синтезу та анкетування, на основі яких було отримано обґрунтовані висновки. Відповідно до отриманих результатів, сформульовано висновок стосовно прогалин у порядку взаємодії патрульних поліцейських з деякими правоохоронними органами та відсутності спеціальної підготовки до дій в екстремальних умовах. Встановлено, що в роботі патрульні керуються почуттям національного патріотизму, який формується завдяки переконанню, моральній підтримці та власного прикладу керівників. Вбачається певна недостатність знань у галузях кібергігієни, домедичної підготовки та роботи з вибухонебезпечними предметами. Аналіз звітних актів керівників служб засвідчив позитивну динаміку щодо зменшення кількості правопорушень і смертності на автошляхах країни. Практична цінність цього дослідження полягає в тому, що воно є затребуваним, адже розкриває актуальні проблемні питання професійної компетенції поліцейської патрульної поліції, який кожного дня залучається до забезпечення публічної безпеки та порядку в різних регіонах країни з нетиповими рівнями загроз і небезпек. Воно є основою для подальшого наукового вивчення та вирішення проблемних аспектів службової діяльності патрульної поліції в умовах воєнного стану та активних бойових дій з боку країни-агресора

■ **Ключові слова:** правоохоронні органи; поліцейський; управління; керівний потенціал; воєнний стан; нормативно-правові акти