

Methods for assessing the level of the region's capacity to ensure the implementation of human resources mobilization activities

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Abstract

The necessity for the implementation of new approaches for the mobilization activities is associated with the challenges and threats to the sovereignty and territorial integrity of Ukraine, it requires the use of appropriate scientific and methodological apparatus. The region's ability level of ensuring the implementation of its activities has a direct impact on the effectiveness of a human resources mobilization. The article is based on the experience of human resource mobilization and provides a method of assessing the level of the region's ability to ensure the implementation of human resource mobilization activities. This method enables taking into consideration the region's impact on the effectiveness of mobilization activities. The following indicators are defined as those that are making the main impact on the level of the region's ability to ensure the implementation of human resource mobilization activities: state (local) authorities' activities for implementing human resource mobilization activities, the socio-political situation in the region, financial support of human resources mobilization. The method enables to quantify the capacity level of the region to ensure the human resources mobilization, as well as to identify problematic issues in this area, which leads to creating a set of recommendations. The results of the study can be used by the central executive authorities of Ukraine in assessing the region's ability to ensure human resources mobilization, as well as in further research on this issue in research institutions.

Key words: mobilization of human resources, state (local) authorities, socio-political situation, financial support.

Introduction

The analysis of the six stages of partial mobilization in Ukraine during 2014-2015 shows that the region's ability to ensure the human resources mobilization plays a significant role in implementing general plans. Given the fact that the Armed Forces of Ukraine participate in the Joint Forces operation in some districts of Donetsk and Luhansk regions today, there are potential threats of the armed conflict spreading to the rest of the country. In these conditions, the effectiveness of mobilization activities becomes relevant. Effective mobilization activities become relevant in these conditions. The ability of the region to ensure mobilization activities has a direct impact on it. The most significant impact on the

region's ability to ensure the implementation of mobilization activities are activity (local) authorities' activities in implementing human resource mobilization activities, the socio-political situation in the region, financial support of human resources mobilization.

The above encourages to search and implement new approaches to the organization and the conduction of mobilization activities. Therefore, there is a need for scientific substantiation of the methodology for assessing the region's ability level to ensure the implementation of human resources mobilization activities. It indicates the relevance of the topic under consideration.

Material and methods

Analysis of the previous research and publications in this area (Fedorchak O.V., 2012; Yaroshuk M.V., 2011; Sidorov A.A., 2014; Heorhadze, O., Kharabara, V., 2019; Kamalov, Y., Heorhadze, O., 2020; Vynokurov, D., Heorhadze, O., 2020) indicates that they are mainly based on some components of the region's ability to ensure the mobilization of human resources. Thus, in the article (Fedorchak O.V., 2012), the author considers a methodical approach to the system of public administration assessing and proof of the feasibility for a balanced scorecard using while evaluating the activities of regional state administrations.

The paper (Yaroshuk M.V., 2011; Sidorov A.A., 2014) presents the analysis about the models and efficiency evaluation criteria of a public authorities' activities as foreign and domestic scientists' research results. The influence of the availability of the resources to

conduct military training activities was considered in the article (Kamalov, Y., Heorhadze, O. 2020).

These articles (Heorhadze, O., Kharabara, V. 2019; Vynokurov, D., Heorhadze, O. 2020) present an approach to assessing the competencies of servicemen.

At the same time, the scientific and methodological apparatus developed by its predecessors is a foundation for further improvement and can be applied partially when assessing the region's ability level to ensure the human resource mobilization activities implementation.

Therefore, the article aims to develop a methodology for assessing the level of the region's capacity to ensure the human resource mobilization activities implementation, and it is based on the calculation of multicriteria dimensionless assessment.

Results and discussion

It is suggested to assess the region's ability level to ensure the implementation of human resources mobilization activities by a partial indicator that characterizes the region's ability to ensure the implementation of mobilization activities. Indicators that have a direct impact on the level of the region's ability to ensure the implementation of human resource mobilization activities are the state (local) authorities' activities in the implementation of human resource mobilization activities; a socio-political situation in the region; a human resources mobilization activities financial support.

Given that these indicators are independent of each other, it is proposed to use additive aggregation for assessing the region's capacity level to ensure the mobilization of human resources:

$$S_{\text{ensur. } \lambda \text{ HR}}(t) = D(t) \cdot q_d + C(t) \cdot q_c + F(t) \cdot q_f, \quad (1)$$

where $D(t)$ – an indicator that characterizes the state (local) authorities' activities in the implementation of human resources mobilization activities at the time t ;

$C(t)$ – an indicator that characterizes the socio-political situation in the region at the time t ;

$F(t)$ – an indicator that characterizes the financial support of human resources mobilization activities at the time t ;

$q_d; q_c; q_f$ – weights coefficients of indicators $D(t); C(t); F(t)$.

It is proposed to determine the assessment calculation of state (local) authorities' activity $D(t)$ by the dependence that considers the work of the authorities when providing the human resources mobilization activities, following their powers. Such activity includes mobilization management in the responsibility area; implementation of transferring the economy to operate in a special period condition; organization of citizens timely arrival to the assembly points of the territorial center of staffing and social support.

Given that these indicators are independent of each other, it is proposed to use additive aggregation to calculate the state (local) authorities' activities $D(t)$:

$$D(t) = G(t) \cdot q_g + U(t) \cdot q_u + V(t) \cdot q_v, \quad (2)$$

where $G(t)$ – an indicator that characterizes the mobilization management in the responsibility area for the time t ;

$U(t)$ – an indicator that characterizes the implementation of transferring the economy to operate in a special period condition in a time t ;

$V(t)$ – an indicator that characterizes the implementation of the organization of citizens timely arrival to the assembly points of the territorial center of staffing and social support in a time t ;

$q_g; q_u; q_v$ – weights coefficients of indicators $G(t); U(t); V(t)$.

To assess the state (local) authorities' activities in managing the mobilization within the area of responsibility, I have developed an assessment scale where:

- the value of the indicator corresponds 1 – if the head and structural subdivisions of the state (local) authority made reasonable decisions in due time, clearly and promptly set tasks and monitored their implementation, timely informed senior management about the progress of tasks related to the supply of mobilization resources;

- the value of the indicator corresponds to 0,75 – if the head and structural subdivisions of the state (local) authority made reasonable decisions in due time, clearly and promptly set tasks and monitored their implementation, timely informed senior management about the progress of tasks related to the supply of mobilization resources, but made some mistakes (inaccuracies) that did not lead to failure supply of mobilization resources;

- the value of the indicator corresponds to 0,5 – if the head and structural subdivisions of the state (local) authority made decisions, set tasks and monitored their implementation, reported to senior management on the progress of tasks on the supply of mobilization resources with delays, made some mistakes (inaccuracies) that did not disrupt the supply of mobilization resources;

- the value of the indicator corresponds to 0,25 – if the head and structural subdivisions of the state (local) authority made mistakes in decision-making in their work, which required the intervention of senior management, did not set tasks and monitor their implementation, which

led to a partial disruption of the supply of mobilization resources;

- the value of the indicator corresponds to 0 – if the head and structural subdivisions of the state (local) authority made mistakes in decision-making in their work, did not set tasks in time, and controlled their implementation, which led to the disruption of the supply of mobilization resources.

To assess the state (local) authorities' activities in the implementation of transferring the economy to operate in a special period condition, I developed an assessment scale in which:

- the value of the indicator corresponds 1 – if the enterprises of the region that have a defense order have deconserved and launched additional production facilities and within a month have started and carried out production in the interests of the Armed Forces of Ukraine and other military formations in the planned volumes. The technical base and motor transport enterprises fully met the needs of the troops (forces) that were stationed or moved around the region. The energy sector was targeted following with defined priorities;

- the value of the indicator corresponds to 0,75 – if the enterprises of the region that have a defense order have deconserved and launched additional production facilities and with a delay of not more than five days over a month began and carried out production in the interests of the Armed Forces of Ukraine and other military formations in the planned volumes. The technical base and motor transport enterprises fully met the needs of the troops (forces) that were deployed or moved around the region. The energy sector was targeted following defined priorities;

- the value of the indicator corresponds to 0,5 – if the enterprises of the region that have a defense order have decommissioned and launched additional production facilities and with a delay of not more than five days more than a month began production in the interests of the Armed Forces of Ukraine and other military formations. Production amounted to more than 75% of the planned indicators. Technical base and motor transport enterprises partially provided for the needs of troops (forces), that were stationed or moved around the region. The energy sector was targeted following defined priorities;

- the value of the indicator corresponds to 0,25

– if the enterprises of the region that have a defense order have deconserved and launched additional production facilities and with a delay no more than ten days after a month term began production in the interests of the Armed Forces of Ukraine and other militaries. Production amounted to more than 50% of the planned indicators. The technical base and motor transport enterprises partially provided for the needs of the troops (forces) that were deployed or moved around the region. The energy sector was targeted following defined priorities, but needed periodic adjustments;

- the value of the indicator corresponds to 0 – if the enterprises of the region that have a defense order have deconserved and launched additional production facilities and with a delay of not more than fifteen days more than a month began production in the interests of the Armed Forces of Ukraine and other military formations. Production amounted to less than 50% of the planned indicators. The technical base and motor transport enterprises did not meet the needs of troops (forces), who were stationed or moved around the region. The energy sector needed constant adjustment of supply priorities.

It is proposed to calculate the indicator that characterizes the organization of citizens' timely arrival to the assembly points of the territorial center of staffing and social support $V(t)$ by the dependence that considers the number of an arrived conscripts, the number of those who are avoiding military service, and was delivered by law enforcement agencies, deducted from the total number of notifiable human mobilization resources:

$$V(t) = \frac{Y_{Arriv}(t) + Y_{Delive}(t)}{Y_{Notified}(t)}, \quad (3)$$

Where $Y_{Arriv}(t)$ – an indicator that characterizes the number of arrived conscripts to the assembly points of the territorial center of staffing and social support for the time t ;

$Y_{Delive}(t)$ – an indicator that characterizes the number of searched and delivered by law enforcement agencies to the assembly points of the territorial center of staffing and social support citizens, who were avoiding military service on

time t ;

$Y_{Notified}(t)$ – an indicator that characterizes the total number of human mobilization resources to be notified on time t .

The assessment scale was developed to assess the socio-political situation in the mobilization activities area $C(t)$ with the following indicators:

- the value of the indicator corresponds 1 – if the socio-political situation is characterized by the absence of social tension:

- there are no antagonistic manifestations in socio-political interests, public authorities and local governments provide favorable conditions for the national economy functioning;

- law enforcement agencies monitor changes in the situation timely, and implement effective actions to protect public order and ensure society's public safety;

- institutions, organizations, enterprises work as usual;

- socio-political events and their development trends are characterized by the absence of social tension in the political, socio-economic spheres, the cohesion of different nationalities in the population;

- the religious situation is determined by the absence of interfaith contradictions;

- the state of crime and the nature of offenses are within the average;

- the ecological condition of the region does not cause social tension;

- the state of the info space ensures the implementation of a positive informative and psychological impact of the media on the population.

- the value of the indicator corresponds to 0,7 – if the socio-political situation is characterized by increasing social tensions:

- socio-political interests are manifested in opposition to public authorities and local governments, there is a violation of the established regime of enterprises and institutions of all forms of ownership, so public authorities, local governments are forced to move to an enhanced regime;

- socio-political events and their development trends are characterized by social tension;

- the state of crime and the nature of offenses

in the region exceeds the average;

- there are signs of tension in the population of different nationalities and ethnic groups relations, there are tendencies to manifestations of separatism in the region;

- the religious situation is determined by the aggravation of interfaith relations;

- informal leaders become active, attempts are made on their part to organize groups of citizens to hold anti-government rallies and demonstrations;

- the ecological condition of the region is of concern and social tension in society;

- there is a purposeful negative informative and psychological impact of the media on the population.

- the value of the indicator corresponds to 0,4 – if the socio-political situation is characterized by a partial loss of control of public authorities over the situation in the region to implement mobilization activities:

- socio-political interests and goals of the relevant political forces are openly aimed at destabilizing the social situation, disorganizing the work of public authorities and local self-government;

- there is an obstacle on the part of destructive forces to the established regime of functioning of state authorities and local self-government and law enforcement agencies;

- socio-political events and their development trends are characterized by increasing social tensions in society, which are manifested in rallies, demonstrations, pickets and are partially supported by society. As a result, it leads to forming dangerous conditions for riots appearance, which become a threat to the lives of a significant number of people or have already led to their death;

- interethnic relations are characterized by hostile opposition of the population of different nationalities and the formation of organized groups of citizens united on the ideas of separatism;

- the religious situation is determined by the manifestation of interfaith contradictions and is actively used by the relevant political forces to shake up the situation in the region;

- other military formations, law enforcement special bodies lost control over the protection of public order and important infrastructure facilities in the region;

- the crime rate in the region is much higher than the average, there is a tendency to increase serious crimes against the population;

- problems with the ecological situation in the region are exacerbated;

- cases of attacks on servicemen of the Armed Forces of Ukraine, the National Guard of Ukraine, and law enforcement officers to seize weapons are recorded;

- administrative buildings of state authorities, radio, TV centers, and other important objects of infrastructure and industry of the region are blocked;

- there is an intensification of the negative informational impact on the population of the region and the army (forces) by some domestic and foreign media, which in their content are aimed at discrediting the top military and political leadership of the state and local authorities;

- purposeful negative informational and psychological influence on the population and personnel of troops (forces) is carried out by mass dissemination of rumors (gossip) of anti-state content and calls for disobedience to state authorities.

- the value of the indicator corresponds to 0 – if the socio-political situation is characterized by a complete loss of control of public authorities over the situation in the region to implement mobilization activities:

- socio-political interests of opposition political parties, movements, public organizations are aimed at the seizure of state power, illegal change of the constitutional order, and violation of the territorial integrity of the state;

- socio-political events are characterized by significant social tensions, which are manifested in acts of public disobedience, the creation of self-proclaimed authorities and the so-called "self-defense units" or illegal armed groups;

- attempts are being made to seize state authorities, houses with hostages, armed attacks, explosions, sabotage, and terrorist acts;

- interethnic and interfaith relations are

characterized by open conflict;

- other military formations, law enforcement special bodies do not perform their functions;

- no proceedings are conducted;

- there is an active negative informative and psychological influence of the media on the population and citizens, which is manifested in open sabotage of mobilization measures.

Financial support for human resources mobilization activities $F(t)$ is characterized by the adequacy of the cost of these activities. It is proposed to calculate it with a dependence that considers actual financing of expenditures for

mobilizing human resources from the required amount:

$$F(t) = \frac{B_{State}(t) + B_{Local}(t)}{K_{Neces}(t)}, \quad (4)$$

where $B_{State}(t)$ – an indicator that characterizes the number of funds received from the state budget for human resources mobilization activities for the time t ;

$B_{Local}(t)$ – an indicator that characterizes the number of funds received from the local budget for human resources mobilization activities for the time t ;

$K_{Neces}(t)$ – an indicator that characterizes the required amount to carry out human resources mobilization activities on time t .

Conclusions

The method for assessing the region's capacity level to ensure the implementation of human resources mobilization activities has been improved modernized in the article. In contrast to the existing method, this methodology considers indicators that characterize the state (local) authorities'

activity, the state of the socio-political situation in a region where human resources are mobilized, and its financial support. The methodology enables to comprehensively evaluate the region's impact on the implementation of human resource mobilization.

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