

Organization of remote work in police bodies and units under martial law: managerial and ethical aspects

Organización del trabajo a distancia en los cuerpos y unidades policiales bajo la ley marcial: aspectos éticos y de gestión

Organização do trabalho remoto em corpos e unidades policiais sob lei marcial: aspectos gerenciais e éticos

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Abstract

The most fundamental ethical and managerial challenges associated with organizing remote work in police agencies and units under martial law have been analyzed. It has been noted that the COVID-19 pandemic was a key event that introduced new challenges to humanity while simultaneously prompting numerous organizational, managerial, and regulatory initiatives in the field of remote work. The nature of managerial decisions in this area has been clarified, and the key aspects of implementing these decisions—closely tied to the existing security situation—have been examined. Uncontrollable variables that must be considered when making managerial decisions regarding the organization of remote work in police agencies and units under martial law have also been analyzed. Additionally, the challenges and benefits of organizing professional training for police officers in a remote work environment have been explored. Regarding the ethical dimension of remote work organization in police agencies and units under martial law, the most significant ethical challenges have been identified. These challenges necessitate a fundamental reassessment of police officers' integrity in the context of new security conditions.

Keywords: organization of remote work, police bodies and units, martial law, managerial and ethical aspects, managerial decision, professional training, integrity.

Resumen

Se han analizado los principales problemas éticos y de gestión que surgen en la organización del trabajo a distancia en los cuerpos y unidades policiales bajo la ley marcial. Se ha señalado que la pandemia de COVID-19 fue un acontecimiento clave que presentó nuevos desafíos para la humanidad y, al mismo tiempo, impulsó numerosas iniciativas organizativas, de gestión y normativas en el ámbito del trabajo a distancia. Se ha clarificado la naturaleza de las decisiones de gestión en este contexto, considerando sus características fundamentales, las cuales están estrechamente ligadas a la situación de seguridad vigente. Asimismo, se han analizado las variables incontrolables que deben ser consideradas al tomar decisiones de gestión sobre la organización del trabajo a distancia en los cuerpos y unidades policiales bajo la ley marcial. Además, se han examinado los desafíos y beneficios de organizar la formación profesional de los agentes de policía en este entorno. En cuanto al aspecto ético de la organización del trabajo a distancia en los cuerpos y unidades policiales bajo la ley marcial, se han identificado los principales problemas relacionados con la ética profesional. Estos aspectos requieren un replanteamiento integral de la integridad de los agentes de policía en el contexto de las nuevas condiciones de seguridad.

Palabras clave: organización del trabajo a distancia, cuerpos y unidades policiales, ley marcial, aspectos éticos y de gestión, decisión de gestión, formación profesional, integridad.

Resumo

Os problemas éticos e gerenciais mais fundamentais que surgem no curso da organização do trabalho remoto em corpos e unidades policiais sob lei marcial foram considerados. Foi observado que o evento-chave que apresentou novos desafios à humanidade e, ao mesmo tempo, lançou muitas iniciativas organizacionais, gerenciais e regulatórias no campo do trabalho remoto foi a pandemia da COVID-19. A essência das decisões gerenciais na área estudada foi esclarecida, as principais características da implementação de decisões gerenciais que são inseparáveis da situação de segurança existente foram consideradas, variáveis incontroláveis foram analisadas, que são importantes a serem consideradas ao tomar uma decisão gerencial no campo da organização do trabalho remoto em agências e unidades policiais sob lei marcial, e os aspectos problemáticos e as vantagens de organizar o treinamento profissional para policiais durante o trabalho remoto em agências e

unidades policiais foram estudados. No campo da compreensão do aspecto ético da organização do trabalho remoto em corpos e unidades policiais sob lei marcial, foram identificados os aspectos problemáticos mais significativos do componente ético da organização do trabalho remoto em corpos e unidades policiais, que devem levar em conta organicamente o repensar da integridade dos policiais em novas condições de segurança.

Palavras-chave: organização do trabalho remoto, corpos e unidades policiais, lei marcial, aspectos gerenciais e éticos, decisão gerencial, treinamento profissional, integridade.

INTRODUCTION

The global economy is inextricably linked with the widespread use of intellectual resources. The modern economy is based on the latest achievements of science, engineering, technology, and scientific production (Iasechko et al., 2020). At the same time, during 2010–2020, the world witnessed an explosion of innovations in all areas. Innovations have forever changed everyday life and the way we work. Researchers around the world agree that the speed of this development will not decrease, but, on the contrary, will accelerate. This decade (2021–2030) will also see breakthroughs that are unimaginable today. In the era of transience, it is startups, startup projects, new ideas, or innovative technological solutions that solve many problematic issues in all sectors of the economy in the vector of innovative development (Levchenko et al., 2021), in particular, through parallel computing technologies (Romanova et al., 2019, p. 894), neural networks (Vladov, Shmelov & Yakovliev, 2022a; 2022b), and the use of environmentally friendly technologies (Syrotenko et al., 2019).

The importance of the processes taking place has allowed us to raise the question of the formation of a new type of information infrastructure, where relations regarding the production, processing, storage, transmission, and use of an increasing amount of data become dominant. The key goals of digital infrastructure are to increase the speed of decision-making, the variability of processes depending on the needs and characteristics of the client, as well as to reduce the number of employees involved in the process (Andriushchenko et al., 2019). Such rapid steps in scientific and technological progress are accompanied by numerous problematic issues and the need to find ways to minimize them (Tykhonova et al., 2019), including by eliminating (filling) gaps in the legislation of Ukraine (Zaitsev et al., 2020), conflicts of legal regulation and inconsistency of legislative norms with existing social relations in the state (Haltsova et al., 2021).

An entirely new page in the use of modern technologies in Ukraine was the beginning of the full-scale armed invasion of the Russian Federation into Ukraine. In the new security conditions, the organization of remote work and training became

the basis for ensuring the sustainable functioning of enterprises, institutions, and organizations in conditions of uncertainty. This situation also affected the activities of entities in the security and defense sector of Ukraine, in particular, bodies and units of the National Police of Ukraine (hereinafter referred to as the police) in front-line territories, which suffer the most from daily artillery and missile attacks. Due to the increased threat to personnel when receiving relevant information about possible shelling of premises of territorial police bodies and the commission of terrorist and sabotage acts against police officers, the leadership of such bodies has repeatedly made decisions since the beginning of the armed invasion regarding temporary remote work of certain categories of employees, in particular from among technical and service personnel working under an employment contract (civilian employees). It is obvious that the issue of organizing remote work requires a broad understanding precisely through the prism of the activities of police bodies and units. This issue covers a significant number of problematic aspects, in particular, managerial and ethical aspects acquire special importance in the context of improving the organizational and managerial principles of such activities.

The purpose of the article is to analyze the managerial and ethical aspects of the issue of organizing remote work in police bodies and units under martial law. To achieve this purpose, it is necessary to solve the following tasks: analyze the features of organizing remote work in the conditions of the COVID-19 pandemic; clarify the essence of managerial decisions in the studied area, the features of implementing managerial decisions, uncontrollable variables that are important to consider when making a managerial decision in the field of organizing remote work in police bodies and units under martial law; investigate the problematic aspects and advantages provided by organizing professional training for police officers during remote work in police bodies and units; determine the essence and problematic aspects of the ethical component of organizing remote work in police bodies and units.

METHODOLOGY

To ensure the comprehensiveness of the scientific search, the author used a number of both general and special methods of scientific knowledge. The method of documentary analysis allowed us to analyze the content of the laws of Ukraine "On Amendments to Certain Legislative Acts of Ukraine Aimed at Preventing the Occurrence and Spread of Coronavirus Disease (COVID-19)" dated March 17, 2020 No. 530-IX and "On Amendments to Certain Legislative Acts of Ukraine Aimed at Providing Additional Social and Economic Guarantees in Connection with the Spread

of Coronavirus Disease (COVID-19)" dated March 30, 2020 No. 540-IX, the Law of Ukraine "On Amendments to Certain Legislative Acts of Ukraine on Improving the Legal Regulation of Remote Work, Homework, and Work with the Application of Flexible Working Hours" dated February 4, 2021 No. 1213-IX. The use of the comparative legal method made it possible to compare the experience of various international corporations in the development of remote work even before the introduction of quarantine restrictions in 2020, such companies as Automatic, Basecamp, GitLab, GitHub (USA), Atlassian (Australia), etc. Using the analytical method, the essence of management decisions in the studied area, uncontrollable variables that are important to consider when making a management decision in the field of organizing remote work in police bodies and units under martial law were clarified. The structural-logical and system-functional methods were used to specify the features of organizing remote work in the context of the COVID-19 pandemic, the problematic aspects and advantages provided by organizing professional training for police officers during remote work in police bodies and units, the essence and problematic aspects of the ethical component of organizing remote work in police bodies and units.

RESULTS AND DISCUSSION

It should be noted that the issue of remote work has become particularly important in the context of the COVID-19 pandemic. It was in the context of quarantine restrictions at the level of domestic business that progressive decisions regarding the transition to remote work emerged. This issue has also found its embodiment in domestic legislation. As noted by leading domestic researchers in the field of labor and economic law, the COVID-19 pandemic has adjusted the organization of the labor process. The situation, when the majority of persons working under an employment contract in Ukraine are employed directly at their workplaces at enterprises, institutions, and organizations, has ceased to meet modern global challenges. The closure of enterprises, institutions, and organizations, the need to observe the isolation regime, and the cancellation of public transport have put the issue of adjusting work modes and implementing remote work on the agenda (Melnyk et al., 2021). At the same time, scientists are convinced that long before the introduction of quarantine restrictions, leading foreign companies introduced a wide range of forms of organizing remote work into their daily activities. Thus, many international corporations developed remote employment even before the introduction of quarantine restrictions in 2020, considering it not as a reaction to the epidemiological situation, but as a way to ensure the efficiency and stability of personnel activities. Such corporations include

not only several IT companies—for example, Automattic, Basecamp, GitLab, GitHub (usa), Atlassian (Australia)— but also representatives of other areas: travel agency Ctrip (China), medical company Magellan Health (USA), Monzo Bank (Great Britain), etc. (Melnyk et al., 2021). Meanwhile, according to Melnyk (2021, p. 16), “the covid-19 coronavirus pandemic has triggered changes to national legislation regarding the procedure for applying remote and home-based work. Initially, the Laws of Ukraine “On Amendments to Certain Legislative Acts of Ukraine Aimed at Preventing the Occurrence and Spread of Coronavirus Disease” of March 17, 2020, No. 530-IX and “On Amendments to Certain Legislative Acts of Ukraine Aimed at Providing Additional Social and Economic Guarantees in Connection with the Spread of Coronavirus Disease (COVID-19)” of March 30, 2020, No. 540-IX were adopted, followed by the Law of Ukraine “On Amendments to Certain Legislative Acts of Ukraine on Improving the Legal Regulation of Remote Work,” which was adopted by the Parliament of Ukraine on March 17, 2020. Today, the Labor Code of Ukraine includes two articles: Art. 60-1 “Home Work” and Art. 60-2 “Remote Work”. It should be noted that the national legislator does not provide a clear definition of the legal nature of these categories. Thus, part 1 of Article 60-1 of the Labor Code of Ukraine states that homework is a form of labor organization, and part 2 of the same article refers to such type of employment contract as a homework contract. The same approach is observed in relation to remote work in parts 1 and 2 of Article 60-2 of the Labor Code of Ukraine. And these articles are located in Chapter IV “Working Time” of the Labor Code of Ukraine along with the articles on working time regimes”.

Pursuant to Article 60-2 of the Labor Code of Ukraine No. 322-VIII of December 10, 1971:

remote work is a form of labor organization in which work is performed by an employee outside the workplace or the employer’s territory, in any place of the employee’s choice and using information and communication technologies. It is prohibited to conclude an employment agreement on remote work in the presence of dangerous and harmful production (technological) factors. In case of introduction of remote work, the employee independently determines the workplace and is responsible for ensuring safe and harmless working conditions there. When working remotely, an employee shall distribute working hours at his/her own discretion and shall not be subject to internal labor regulations, unless otherwise provided for in the employment agreement. At the same time, the total duration of working time may not exceed the norms provided for in Articles 50 and 51 of this Code.

At the same time, remote work has many disadvantages and problematic aspects that are also typical for distance learning. According to UNESCO research, it has been established that “worldwide, the main problems and obstacles to distance education are social isolation, financial problems, Internet connection and anxiety, which is currently associated with the pandemic” (Stativka, 2021, p. 119). In the context of martial law, these problems include the fact that an employee cannot be completely safe, even if he or she is at his or her place of residence. The terrorist nature of enemy missile and artillery attacks means that civilian objects, including residential buildings, are often targeted. In addition, due to the lack of coordinated instructions in residential buildings, procedures for residents to follow in the event of an air raid alert, as well as the inability to ensure effective control over the stay of residents in shelters in front-line areas, remote work involves numerous additional risks for employees.

To analyze the managerial aspect of the issue of organizing remote work in police agencies and units, it is necessary to touch on the essence of managerial decisions in the area under study. Karpenko and Kobzar (2021) distinguish three scientific approaches to interpreting the essence of the concept of “managerial decision”. Within the framework of the first approach, scientists argue, “a managerial decision is considered as a process, that is, a set of sequential actions aimed at solving a specific situation. The second approach is that a managerial decision can be interpreted as an act of choice by a person who makes it using certain rules. According to the third approach, a managerial decision is described as the result of a choice”. The researchers propose to consider a managerial decision as “the result of the choice by the subject of management of a method of action aimed at solving a certain management task, which is implemented on the basis of an analysis of the problem situation and using methods and means of solving it. It should be noted that, in our deep conviction, a managerial decision is not only reduced to a process, act, or result of a choice, but also encompasses a conscious choice by a manager of the procedure permissible in a given situation for solving a certain managerial task within the limits of the powers assigned to him (her) and in order to ensure the normalization, efficiency, and effectiveness of the employee’s actions, provided that the regulatory and legal regulation of social relations, moral and ethical standards, cultural context, specifics of the activities of a particular enterprise, institution, organization, as well as the security situation (which is especially relevant for the legal regime of martial law).

Reflecting on the features of the implementation of management decisions, Skopenko, Sheremet and Yeromin (2024, p. 54) draw attention to the fact that “when a management problem arises, management entities must identify the problem, which will allow them to understand the object of the management decision, determine the

possibility of influencing the object of the management decision through controlled variables. Uncontrolled variables are not influenced by management entities, therefore entities; therefore, their action must be taken into account and the management decision must be adapted to them". Indeed, according to the quite correct statement of Chorna et al. (2019), in conditions of uncontrolled changes under the influence of any risk, negative consequences may arise, as a result of which each organization needs to develop a system of measures aimed at minimizing undesirable consequences. In this context, the organization of remote work in police agencies and units at the current stage involves a significant number of uncontrollable variables. It is impossible to determine the flight path of an enemy missile in advance, but it is possible for managers at all levels to take all necessary measures to minimize risks to personnel. However, it is necessary to consider in this context that in conditions of active hostilities near or within a settlement, the stay of police officers at their place of residence may be complicated by the lack of water, gas, and heat supply in their homes for a long time, which simply makes it impossible to live fully in such conditions. In addition, when deciding to transfer individual employees to remote work, the manager must also provide for the possibility of operational communication with such an employee, which can be significantly complicated in blackout conditions.

Some domestic scientists emphasize that the most rational management decisions are determined by formulating alternatives and conducting a comparative analysis to choose the best option (Stolyarov et al., 2022). In the field of organizing remote work in police agencies and units, to understand the versatility of these alternatives, it is necessary to carefully analyze the ideas and solutions that domestic businesses are turning to. Thus, "Kyivstar provides employees with the opportunity for hybrid or remote cooperation and work from abroad. It also equips convenient modern places for comfortable work in the office. In addition, the company organizes leadership development programs, provides employees with psycho-emotional support and uses many other methods of non-material motivation. Since the beginning of the war, the international consulting company Lextensio has noted changes in the training process and improvement of the professional qualities of employees. Now the company is adjusting to the existing location of employees when it comes to participating in international conferences and offline events. And they are trying to conduct online training for colleagues despite any circumstances" (Kyivstar Business Hub, 2024). Similarly, remote work in police agencies and units involves a significant number of forms within which it can be implemented, including under the condition of various favorable and unfavorable scenarios, which must be analyzed in advance to maximally prepare personnel and their families for them, and adapt further personal and professional plans

of police officers to them. It should be noted here that any management decision in the field of organizing remote work in police agencies and units should be based on certain models, a clear system of criteria that should be considered during its adoption. To justify the choice of a management decision, it is necessary to develop a criterion that will guide the decision-maker. To scientifically support management decisions, it is necessary to use predictive assessments of the development of the situation (i.e., predictive assessments of production risks) considering the expected results of the implementation of measures. These predictive assessments can be obtained using an appropriate mathematical model. It is important to remember that there is a minimum possible value of risk that cannot be reduced by implementing measures (Kruzhilko et al., 2020).

A separate problematic issue that arises specifically in the management plane is the organization of professional training of police officers during remote work in police agencies and units. Thus, on the one hand, in the digital space, limitless opportunities for lifelong learning are currently open. Digital platforms provide access to the Internet to millions of users, which allows collecting, summarizing and analyzing data on their priorities and consumer preferences (Vovk et al., 2021). Distance learning, as noted by Fedorenko and Miroshnichenko (2022),

consists in the implementation of the educational process of correspondence systematic conduct of classes by teachers. This form is focused on the organization of educational activities and independent learning of applicants in a virtual environment using specially prepared educational material, tasks, exercises, etc. Such technology provides for periodic control of knowledge both with the participation of the teacher and through the independent performance of tasks (exercises, tests, etc.) by students and sending them for further verification to the teacher. (p. 532)

Currently, even physical and special physical training of police officers can be carried out remotely using appropriate programs and applications. Thus, "the main advantage of the mobile application "Leap Fitness Group" is that it does not require the presence of a teacher, as well as special equipment. All physical exercises provided by the program are performed with your own weight. The functionality of the mobile application "Leap Fitness Group" consists of a special preparatory program (warm-up and stretching of muscles); recording of individual training data; a convenient and optimal schedule for reducing your own weight; demonstration of training videos; a personal virtual trainer, etc." (Girenko et al., 2021, p. 96). On the other hand, all the

achievements we have outlined in the digital sphere lose any meaning in a situation of mass power outages. In such conditions, it is the immediate supervisor who becomes the main subject of organizing professional training. The importance of the personal example of the leader during the performance of duty, while wearing a police uniform, observing discipline and lawfulness is increasing. All this is possible in conditions of active combat operations near a settlement, provided that the leader and subordinates are side by side.

Thus, the issue of organizing remote work in police bodies and units also has an ethical component, which acquires particular importance in conditions of martial law. Such conditions actualize in police officers a whole range of such moral and ethical values as honesty, mutual assistance, courage, responsibility, and loyalty to the state. The latter should be considered through the prism of interdependence with loyalty to the family. That is why, in conditions of martial law, the leadership of territorial police bodies paid increased attention to the restoration of damaged housing for police officers, the provision of material assistance to resolve social and household issues, and the rehabilitation of police officers' children. It is no coincidence that scientists note that the difficulties associated with the socioeconomic and political situation and their consequences increase the vulnerability of the family and require innovative and cultural solutions (Burlaka et al., 2018).

The ethical component of organizing remote work in police bodies and units also includes increased responsibility of police officers in ensuring integrity of behavior. This especially applies to preventing police officers from using their official position to obtain humanitarian aid through personal contacts with representatives of charitable foundations and volunteer organizations, alcoholic beverages in the event of a ban on their sale, and movement during curfew without proper grounds related to the performance of official duties.

It should also be aware that in conditions of remote work, the possibilities of effective control in terms of preventing corruption are significantly reduced. In such conditions, corruption continues to be one of the threats to the implementation of constitutional human rights, social justice, the normal functioning of society, the democratic development of the state and the national security of any country. Corruption is aimed at satisfying selfish interests (both personal and group) and can be carried out in various ways, including bribery, abuse of power, etc. (Reznik et al., 2019).

CONCLUSIONS

Summarizing the above, we can conclude that the managerial aspect of organizing remote work in police bodies and units under martial law finds its embodiment in the specific features of making managerial decisions, considering uncontrollable variables when making a managerial decision, in particular, changing conditions in the security situation during the employee's stay at his place of residence, lack of contact with him and a real threat to life and health; formulating alternatives and conducting their comparative analysis to choose the best option, including using effective solutions that have successfully proven themselves in the business environment; using certain models, a clear system of criteria that should be considered when making a managerial decision, taking into account the prospects for organizing professional training for police officers when organizing remote work in police bodies and units under martial law. The ethical aspect of organizing remote work in police agencies and units under martial law includes the observance by police officers of such moral and ethical values as honesty, mutual assistance, courage, responsibility, and devotion to the state; the resolution by the leadership of territorial police bodies of socio-humanitarian problems related to the family well-being of police officers; increased responsibility of police officers in ensuring the integrity of behavior at the place of residence.

Promising areas of further scientific research in the field under study include the scientific understanding of the tasks, functions, principles, directions, forms, and methods of organizing remote work in police bodies and units both in martial law and in peacetime; the development of relevant methodological recommendations from the scientific community, instructions, and regulations at the departmental level that would regulate the remote work of police officers (certain categories of employees) in the event of certain circumstances in martial law.

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