

UDC 351.746.1;355



O. Oleshchenko



A. Savchuk

### **IMPROVEMENT OF THE ACTIVITY OF TASK FORCES OF THE MANAGEMENT HEADQUARTERS OF THE STATE BORDERGUARD SERVICE OF UKRAINE IN THE SYSTEM OF THE DEFENSE FORCES OF UKRAINE**

*Considering the experience of the engagement of units and subunits of the State Borderguard Service of Ukraine in combat operations, the article identifies a number of inconsistencies that significantly reduce the potential of the State Borderguard Service of Ukraine in wartime and the effectiveness of performing tasks as part of the Defense Forces. In order to partially solve the problem, the authors propose a variant of the composition of the task forces of the State Borderguard Service of Ukraine, which is located at a separate command post of the strategic (operational-strategic) grouping of troops with an appropriate distribution of responsibilities and a variant of a structured algorithm for its activities.*

**Keywords:** *algorithm of the activity, cooperation, the State Borderguard Service of Ukraine, control center, management headquarters, task force, Defense Forces, command and control system.*

**Statement of the problem.** The State Borderguard Service of Ukraine (SBGSU) is a special-purpose law enforcement agency and is part of the Defense Forces, which are entrusted with the functions of ensuring the defense of the state by the Constitution and laws of Ukraine.

In accordance with the norms of current legislation, during martial law, Borderguard detachments may be involved by the relevant military management headquarters of the Armed Forces of Ukraine in the elimination (neutralization) of an armed conflict on the state border of Ukraine, an international armed conflict, and repelling armed aggression against Ukraine [1]. At the same time, the issues of managing joint interdepartmental forces and coordinating their actions during the joint performance of tasks as part of the Defense Forces, substantiation of specific tasks, redistribution of capabilities for their performance, etc. remain undefined.

The enemy's constantly changing tactics, his use of the latest technologies and weapons, the need to integrate efforts when using intelligence, communications, enemy engagement, control, etc., have led to the development of joint actions of heterogeneous forces included in the Defense Forces system to a new level. Combining the activities of different subjects that perform law enforcement and military functions, have different capabilities and skills in such conditions is a very difficult task. The peculiarities of the forms and methods of activity of subjects, the need to combine law enforcement and military functions, the creation of new (previously non-existent) units, temporary (consolidated) formations determine the complexity of managing joint forces.

The experience of the engagement SBGSU units and subunits in combat operations indicates that there are inconsistencies in the command and control system of the Defense Forces.

The main ones are:

- between the nature and content of tasks defined by military command and control headquarters and the objectives, functions, capabilities, modes of action and training of the SBGSU units and subunits;
- between the need for a clear delineation of functions and tasks, integrated management of heterogeneous forces and the imperfection of cooperation plans and different capabilities of the command and control headquarters of the Defense Forces.

The above-mentioned inconsistencies significantly reduce the potential of the State Borderguard Service of Ukraine in wartime and the effectiveness of performing tasks as part of the Defense Forces.

Thus, in order to respond in a timely manner to changes in the enemy's tactics, counteract aggression, use the combat experience gained, effectively combine law enforcement with the military, and quickly adapt to changes in the combat situation, it is necessary to improve the command and control system of SBGS units and subunits as part of the defense forces.

**Analysis of recent research and publications.** Analyzing the legal acts [1–6], which contain the conceptual framework of the engagement of the SBGS as part of the Defense Forces, it should be noted that the SBGS is a component of both the security and defense forces of Ukraine. A number of scientific works [7–12] are devoted to the study of the experience of the engagement the SBGSU units and subdivisions during the repulsion of armed aggression, in which the authors reveal problematic issues of interaction, the work of management headquarters, and recommendations for their improvement. At the same time, insufficient attention has been paid to the work of the SBGSU command and control headquarters as part of the Defense Forces.

**The purpose of the article** is to improve the activities of task forces of the SBGSU management headquarters in the Defense Forces system.

**Summary of the main material.** With the outbreak of a full-scale war, the forces and facilities of the State Borderguard Service, which, in accordance with the Strategic Concept for the Use of the Armed Forces of Ukraine, are included in the Defense Forces, were transferred to the operational subordination (under operational control) of the commanders of the relevant grouping of troops. The functions of troop (forces) management in the operations (combat actions) of a grouping of troops are carried out by military command and control headquarters from the deployed joint control centers of the temporarily created grouping of troops. The structure of the control center has clearly defined management verticals for each area of activity, with the possibility of integrating the joint forces into the planning and management process, excluding duplication of functions and tasks of heterogeneous forces.

In order to ensure the fulfillment of planning tasks that require joint work, joint groups may be created at control centers, which include representatives from different structural subdivisions of the military command and control headquarters and representatives of task forces of heterogeneous forces. Operational groups are appointed by the SBGS management headquarters to directly perform tasks related to participation in the planning of the use of the SBGS units, coordination of actions and exchange of information, organization and maintenance of cooperation with other subjects of Defense Forces (including intelligence agencies).

Given the current experience, the main tasks of the task forces, according to the authors, are:

- collecting, analyzing, summarizing data and situation assessment;
- preparation and submission of proposals for the use of the SBGS the forces and facilities included in the relevant grouping of troops (hereinafter referred to as the SBGS formations);
- participation in the planning of the use, processing of relevant documents on the use of the SBGS units;
- communicating directives, orders, and instructions on the use of the relevant SBGS units;
- organizing and maintaining cooperation with other subjects of the Defense Forces.

In order to effectively fulfill the above tasks, we propose a variant of the composition of the SBGS task forces with the division of responsibilities, which is located at a separate command post of the strategic (operational-strategic) grouping of troops (Table 1).

Table 1 – A variant of the composition of the SBGS task forces with the division of responsibilities

#	Composition	Tasks
1	Senior of the task force	<ol style="list-style-type: none"> <li>1. General organization of the task force activities.</li> <li>2. Submitting proposals to the commander on the use of SBGS units.</li> <li>3. Participation in the organization of strategic (operational) planning, battle (combat) planning, and the engagement of SBGS units.</li> <li>4. Keeping records of the combat manpower of the SBGS units.</li> <li>5. Organization of manning and covering losses of personnel in the course of their use.</li> <li>6. Submitting proposals to the head of the relevant SBGS management headquarters on improving the organizational and staffing structures of units, taking into account the experience of deployment as part of a grouping of troops.</li> <li>7. Organizing and maintaining cooperation between the Defense Forces entities that are part of the military grouping</li> </ol>
2	Intelligence group	<ol style="list-style-type: none"> <li>1. Summarizing the results of intelligence and operational and investigative work of the SBGSU units in order to provide the commander of the troop grouping with intelligence information.</li> <li>2. Conducting information and analytical work.</li> <li>3. Formulation of intelligence tasks in accordance with the tasks received.</li> <li>4. Organizing and maintaining cooperation between intelligence agencies (units)</li> </ol>
3	SBGS operation planning group	<ol style="list-style-type: none"> <li>1. Participation in the planning of the engagement of the SBGSU formations and management during the preparation and conduct of the operation (combat actions).</li> <li>2. Direct processing of operational (combat) documents.</li> <li>3. Control over the preparation and readiness of the SBGS units to perform tasks.</li> <li>4. Constant collection, generalization and assessment of the situation, control over its changes.</li> <li>5. Preparation of relevant calculation and reference data and operational and tactical calculations.</li> <li>6. Communicating tasks to the SBGS units.</li> <li>7. Maintaining constant cooperation with the troop support unit on the organization of fortification equipment of areas (positions) of troops, installation and maintenance of engineering barriers, crossings, roads, demining of terrain and objects, etc.</li> <li>8. Accumulation of up-to-date information on the combat strength, sanitary and irrecoverable losses of the SBGSU personnel.</li> <li>9. Generalization of combat experience</li> </ol>
4	Unmanned systems application group	<ol style="list-style-type: none"> <li>1. Participation in the planning and organization of combat missions by units of unmanned systems.</li> <li>2. Summarizing the results of combat missions performed by units and crews of unmanned systems of the SBGSU formations.</li> <li>3. Maintaining constant cooperation with units of unmanned systems of other subjects of the Defense Forces of the grouping of troops and the electronic warfare unit</li> </ol>

*OLESHCHENKO Oleksandr, SAVCHUK Andrii. Improvement of the activity of task forces of the management headquarters of the state borderguard service of Ukraine in the system of the defense forces of Ukraine*

#	Composition	Tasks
5	Communications and cybersecurity officer	<ol style="list-style-type: none"> <li>1. Organizing and maintaining communication between the SBGSU formations and other Defense Forces of the respective military grouping.</li> <li>2. Participation in planning during the preparation and conduct of an operation (combat actions), in the part related to communications and cybersecurity.</li> <li>3. Control over the preparation and readiness to perform tasks of the SBGSU units in the field of communications and cybersecurity.</li> <li>4. Participation in the organization of the deployment and relocation of command posts (if necessary).</li> <li>5. Performing operational and technical service and combat duty at the communication facilities of the command centers (if necessary)</li> </ol>
6	Logistics officer	<ol style="list-style-type: none"> <li>1. Summarizing the needs for equipment, weapons, ammunition and other material and technical means necessary for the proper performance of tasks by the SBGS units.</li> <li>2. Controlling the readiness and preparation of equipment, weapons, and other material and technical facilities for the performance of tasks by the SBGS units.</li> <li>3. Participation in the development of operational (combat) documents on logistics and the preparation of relevant calculation and reference data</li> </ol>
7	Civil-military cooperation officer (if necessary)	<ol style="list-style-type: none"> <li>1. Maintaining cooperation with state executive authorities, local self-government authorities, public, volunteer organizations and civilians in the controlled border area.</li> <li>2. Providing information to the commander of the group of troops on the mood of the local population (its influence on the conditions of the tasks),</li> <li>3. Studying the capabilities of civilian infrastructure that can be used in the interests of units (subdivisions).</li> <li>4. Formation of positive public opinion and transparency regarding the actions of troops (forces) and participation in informing the local population.</li> <li>5. Taking preventive measures to prevent obstruction of the actions of troops (forces).</li> <li>6. Participation in the development of operational (combat) documents on civil-military cooperation</li> </ol>

Also, taking into account the experience of task forces and the tasks they perform, the authors have prepared a variant of the structured algorithm for the activities of the SBGSU task force at a separate control center of a strategic (operational-strategic) grouping of troops (Table 2), which describes the stages of activities and details the content of each stage.

Table 2 – A variant of the structured algorithm of the SBGS task force

Activity stage	Activities
Obtaining the task and mission analysis	<ol style="list-style-type: none"> <li>1. Defining the purpose of future missions.</li> <li>2. Clarifying the task, place and role in future missions.</li> <li>3. Tasks of neighbors, the procedure for interaction with them.</li> <li>4. Tasks performed by the senior chief in the interests of the SBGS units.</li> <li>5. Orientation and preparation for the work of the entire task force.</li> <li>6. Preparation of analytical, calculation and other materials.</li> <li>7. The sufficiency of forces and facilities to fulfill the task and the procedure for their use.</li> <li>8. Drafting the first preliminary order to the SBGS formations in order to clarify the priority tasks.</li> <li>9. Clarification and preparation of formalized service documents and calculations</li> </ol>

Activity stage	Activities
Collecting, analyzing, summarizing data and situation assessment	<ol style="list-style-type: none"> <li>1. Assessment of potential threats and risks.</li> <li>2. Assessment of the position, composition and possible nature of actions of the state border violators (enemy).</li> <li>3. Position (location), composition, situation, capabilities of own and attached units.</li> <li>4. Assessment of the situation and nature of actions of neighbors, conditions of interaction with them.</li> <li>5. Assessment of the socio-political situation.</li> <li>6. Assessment of the area of operations</li> </ol>
Preparation and submission of proposals to the commander on the use of subordinate units	<ol style="list-style-type: none"> <li>1. Analysis of capabilities in accordance with tasks and functions.</li> <li>2. Preparation of possible options for the use of SBGS units.</li> <li>3. Preparation of operational and tactical calculations</li> </ol>
Participation in the clarification (development) of operational (combat) documents on the use of subordinate units	<ol style="list-style-type: none"> <li>1. Participation in the drawing of the battle and selection of options.</li> <li>2. Participation in the development and execution of planning and policy documents</li> </ol>
Organizing the communication of directives, orders, and instructions on the application of subordinate units	<ol style="list-style-type: none"> <li>1. Agreeing on the procedure, methods and deadlines for communicating tasks.</li> <li>2. Visiting subordinate bodies (units) located in the area of concentration of efforts to provide practical assistance.</li> <li>3. Control of readiness to perform tasks and their awareness</li> </ol>
Organization and implementation of cooperation with other components of the defense sector, operational (special) units of intelligence agencies	<ol style="list-style-type: none"> <li>1. Organization of information exchange with the task forces of other defense forces represented at the control center.</li> <li>2. Organization of information exchange with the next shift of the control center.</li> <li>3. Organization of information exchange between intelligence units</li> </ol>

### Conclusions

The variant of the SBGS task force composition proposed by the authors, which is located at a separate command post of a strategic (operational-strategic) grouping of troops with the division of responsibilities and the variant of the structured algorithm of its activities, if implemented, will partially eliminate the problematic issues that arise (may arise) when the military command and control headquarters set tasks for the SBGS forces and facilities under the operational subordination of the relevant groupings of troops related to the tasks not inherent in the SBGS. In the course of further research, the results obtained can be used as a basis for developing a manual on the work of SBGS task forces at the command and control centers of a military grouping.

### References

1. *Zakon Ukrainy "Pro Derzhavnu prykordonnu sluzhbu Ukrainy" № 964-IV* [Law of Ukraine about the State Border Service of Ukraine activity no. 964-IV]. (2003, April 3). *Vidomosti Verkhovnoi Rady Ukrainy*. Retrieved from: <https://zakon.rada.gov.ua/laws/show/661-15#Text> (accessed 6 March 2025) [in Ukrainian].
2. *Zakon Ukrainy "Pro natsionalnu bezpeku Ukrainy" № 2469-VIII* [Law of Ukraine about the National Security of Ukraine activity no. 2469-VIII]. (2018, June 21). *Vidomosti Verkhovnoi Rady Ukrainy*. Retrieved from: <https://zakon.rada.gov.ua/laws/show/2469-19#Text> (accessed 6 March 2025) [in Ukrainian].
3. *Zakon Ukrainy "Pro oboronu Ukrainy" № 1933-XII* [Law of Ukraine about the Defense of Ukraine activity no. 1933-XII]. (1991, December 6). *Vidomosti Verkhovnoi Rady Ukrainy*. Retrieved from: <https://zakon.rada.gov.ua/laws/show/1932-12#Text> (accessed 6 March 2025) [in Ukrainian].



4. *Zakon Ukrainy "Pro Derzhavnyi kordon Ukrainy" № 1777-XII* [Law of Ukraine about the State Border of Ukraine activity no. 1777-XII]. (1991, November 4). *Vidomosti Verkhovnoi Rady Ukrainy*. Retrieved from: <https://zakon.rada.gov.ua/laws/main/1777-12#Text> (accessed 6 March 2025) [in Ukrainian].
5. *Ukaz Prezydenta Ukrainy "Stratehiia voiennoi bezpeky Ukrainy" № 121/2021* [Decree of the President of Ukraine "Military Security Strategy of Ukraine" activity no. 121/2021]. (2021, March 25). *Vidomosti Verkhovnoi Rady Ukrainy*. Retrieved from: <https://surl.li/xunuzr> (accessed 6 March 2025) [in Ukrainian].
6. *Ukaz Prezydenta Ukrainy "Stratehiia natsionalnoi bezpeky Ukrainy" № 392/2020* [Decree of the President of Ukraine "National Security Strategy of Ukraine" activity no. 392/2020]. (2020, September, 14). *Vidomosti Verkhovnoi Rady Ukrainy*. Retrieved from: <https://surl.li/qcdxjk> (accessed 6 March 2025) [in Ukrainian].
7. Mazur P., Simchuk P. (2024). *Osoblyvosti roboty shtabu prykordonnoho zahonu orhanizatsiino-shtatnoi struktury bryhadnoho typu v umovakh pidporyadkuvannia orhanam viiskovoho upravlinnia Zbroinykh Syl Ukrainy* [Peculiarities of the work of the headquarters of the border detachment of the brigade-type organizational and staff structure in conditions of subordination to the military command bodies of the Armed Forces of Ukraine]. *Zbirnyk naukovykh prats Natsionalnoi akademii Derzhavnoi prykordonnoi sluzhby Ukrainy. Serii: viiskovi ta tekhnichni nauky*. Khmelnytskyi : NA DPSU, vol. 1 (94), pp. 57–65 [in Ukrainian].
8. Mysyk A., Bratko A. (2021). *Rol Derzhavnoi prykordonnoi sluzhby Ukrainy v systemi voiennoi bezpeky v umovakh hibrydnoi viiny* [The role of the State Border Service of Ukraine in the military security system in the conditions of hybrid war]. *Chest i zakon*, no. 1 (76), pp. 5–10 [in Ukrainian].
9. Maltsev A., Simchuk P., Zalozh V. (2023). *Analiz boiovoho dosvidu zastosuvannia syl i zasobiv orhaniv okhorony derzhavnoho kordonu u skladi syl oborony pid chas vidbytta zbroinoi ahresii: problemni pytannia ta mozhyvi shliakhy yikh vyrishennia* [Analysis of the combat experience of the use of forces and means of state border protection bodies as part of the defense forces during the repulsion of armed aggression: problematic issues and possible ways to solve them]. *Zbirnyk naukovykh prats Natsionalnoi akademii Derzhavnoi prykordonnoi sluzhby Ukrainy. Serii: viiskovi ta tekhnichni nauky*, vol. 1 (90), pp. 62–71 [in Ukrainian].
10. Ivashkov Yu., Zalozh V. (2016). *Analiz dosvidu orhaniv ta pidrozdiliv Derzhavnoi prykordonnoi sluzhby Ukrainy pid chas provedennia antyterorystychnoi operatsii* [Analysis of the experience of bodies and units of the State Border Service of Ukraine during the anti-terrorist operation]. *Zbirnyk naukovykh prats Natsionalnoi akademii Derzhavnoi prykordonnoi sluzhby Ukrainy. Serii: viiskovi ta tekhnichni nauky*. Khmelnytskyi : NA DPSU, vol. 4 (70), pp. 41–49 [in Ukrainian].
11. Zalozh V., Simchuk P. (2023). *Analiz problemnykh pytan, shcho znyshchuiut efektyvnist vzaiemodii pidrozdiliv Derzhavnoi prykordonnoi sluzhby z viiskovymy formuvanniamy ta pravookhoronnymy orhanamy syl oborony pid chas vykonannia zavdan z oborony derzhavy, ta mozhyvi shliakhy yikh vyrishennia* [Analysis of problematic issues that reduce the effectiveness of the interaction of units of the State Border Service with military formations and law enforcement agencies of the defense forces during the performance of state defense tasks, and possible ways to solve them]. *Zbirnyk naukovykh prats Natsionalnoi akademii Derzhavnoi prykordonnoi sluzhby Ukrainy. Serii: viiskovi ta tekhnichni nauky*. Khmelnytskyi : NA DPSU, vol. 1 (90), pp. 43–52 [in Ukrainian].
12. Yatsenko I., Maltsev A., Karasov D. (2024). *Metodyka roboty orhaniv upravlinnia derzhavnoi prykordonnoi sluzhby Ukrainy v systemi syl oborony* [Methodology of work of management bodies of the State Border Service of Ukraine in the system of defense forces]. *Zbirnyk naukovykh prats Natsionalnoi akademii Derzhavnoi prykordonnoi sluzhby Ukrainy. Serii: viiskovi ta tekhnichni nauky*. Khmelnytskyi : NA DPSU, vol. 2 (95), pp. 138–149 [in Ukrainian].

*The article was submitted to the editorial office on 15 March 2025*

УДК 351.746.1;355

О. А. Олещенко, А. І. Савчук

### **УДОСКОНАЛЕННЯ РОБОТИ ОПЕРАТИВНИХ ГРУП ОРГАНІВ УПРАВЛІННЯ ДЕРЖАВНОЇ ПРИКОРДОННОЇ СЛУЖБИ У СИСТЕМІ СИЛ ОБОРОНИ УКРАЇНИ**

На основі аналізу нормативно-правової бази визначено концептуальні засади застосування Державної прикордонної служби України у системі сил оборони під час ліквідації (нейтралізації) збройного конфлікту на державному кордоні України, міжнародного збройного конфлікту, відсічі збройній агресії проти України. Особливістю застосування формувань Державної прикордонної служби України в інтересах сил оборони є їх передача в оперативне підпорядкування (оперативний контроль) органам військового управління Збройних Сил. Це вимагає забезпечення взаємосумісності в роботі різновідомчих оперативних груп на об'єднаних пунктах управління, належної взаємодії та координації дій залучених до складу сил оборони формувань Державної прикордонної служби України, а також опрацювання вдосконаленої методики його роботи.

Ураховуючи досвід застосування частин та підрозділів Державної прикордонної служби України у бойових діях, визначено низку невідповідностей, що в умовах війни значно знижують потенціал Державної прикордонної служби України та ефективність виконання завдань у складі сил оборони. Зокрема йдеться про постановку органами військового управління завдань перед силами й засобами ДПСУ, що перебувають в оперативному підпорядкуванні відповідних угруповань військ, які не притаманні ДПСУ і не відповідають їх спроможностям.

Одним із варіантів часткового вирішення проблеми пропонується призначення на основний командний пункт стратегічного (оперативно-стратегічного) угруповання військ складу оперативної групи ДПСУ із розподілом обов'язків.

У статті також запропоновано вдосконалений алгоритм роботи оперативної групи органів управління Державної прикордонної служби України під час виконання завдань у складі сил оборони.

**Ключові слова:** алгоритм роботи, взаємодія, Державна прикордонна служба України, пункт управління, органи управління, оперативна група, сили оборони, система управління.

**OLESHCHENKO Oleksandr** – Candidate of Military Sciences, Professor of the Department of National Security and Defense Strategy, National Defense University of Ukraine, Kyiv  
<https://orcid.org/0009-0005-5708-9020>

**SAVCHUK Andrii** – Deputy Head of the Department of Tactical and Special Disciplines, Bohdan Khmelnytskyi National Academy of the State Border Service  
<https://orcid.org/0009-0004-5393-8905>