

Chapter VII

Discussion & Analysis

7.1 The purpose of this study is threefold as discussed in the opening chapter, namely,

- (a) To analyse the adequacy of various government policies for easing out the reemployment opportunities for Ex Servicemen
- (b) To analyse the adequacy of avenues created by Government of India for re-employment of prematurely retiring Armed Forces personnel.
- (c) To evaluate preparations that retired and retiring Armed Forces Personnel undergo in getting Jobs & the types of assistance that they actually receive from various Agencies responsible.

7.2. Only after the above issues are analysed, the necessary changes to these policies for providing jobs in government departments and private sector along with self employment opportunities can be suggested and possibilities of more avenues that can be made available as second career options can be recommended. The ensuing section will discuss and analyse the abovementioned three aspects, breaking them into sub-sections for appreciating the complete spectrum of its connotation.

7.3 ***Adequacy of Prevalent Policies of Second Career for Ex Servicemen***

7.3.1. Adequacy of prevalent policies of second career can be further divided into following heads:-

- (a) Adequacy of Policies of Reservation and Relaxation for Ex Servicemen

- (b) Adequacy of Policy of Monitoring of Implementation of Reservations
- (c) Adequacy of Agencies involved in Ex Servicemen affairs including that of second career options for them
- (d) Adequacy of Policy of Restriction in usage of Internet for Armed Forces Personnel

7.3.2 Adequacy of Policies of Reservation and Relaxation for Ex Servicemen.

As has been already brought out earlier, both Central Government and State Governments of many States provide reservations and relaxations in norms to ex servicemen for jobs in government sector at the central and state levels respectively. The rules were formulated ages ago and have been revised with minimum changes over the years without giving due regard to changing service conditions and socio economic realities. Time and again, it has been alleged that ex servicemen do not join various government jobs against the prevalent reservations, however, no efforts have been made to look for the reasons thereof. As brought out earlier, the Central Government has reserved 10% of Group "C" posts and 20% of Group "D" posts for ESM, while central PSUs and organization banks provide 14.5% reservation in Group "C" and 24.5% in Group "D" posts. 10% posts of Assistant Commandants in paramilitary forces are also reserved for ESM. Relevant Government Orders on reservation of ESM in Govt jobs of 1979 were last amended in 2012. Though, apparently the amendment to outdated Government orders has been carried out, a careful read of the same shows that not much application of current scenario or concurrent government policies vis-à-vis personnel leaving Armed Forces have been taken into account while carrying out these amendments.

- (a) **Reservations for PBORs.** Group 'D' posts have been discontinued after implementations of 6th CPC recommendations i.e. since 2008. However, the reservations in these posts continue to figure in the current government orders of 2012. Earlier, when the colour

service was of seven years, most of the PBOR used to retire as Leading Seamen (Grade Pay Rs. 2400/-) and Petty Officers (Grade Pay Rs. 2800/-) in Indian Navy and their equivalent ranks in the Army and Air Force, which are Group 'C' posts. However, after the period of engagement for PBOR was increased to 15 years and 20 years, most of them are released as Petty Officers (Grade Pay Rs. 2800/-) and Chief Petty officers (Grade Pay Rs. 4200/-) which is a Group 'B' post. It therefore has become necessary to amend the relevant DOP&T OM of 2012. Accordingly, Department of Ex Servicemen Welfare has recommended to Department of Personnel and Training (DoP&T) to consider shifting of 20% reservation in the erstwhile Group 'D' to Group 'C' and 10% reservation available in Group 'C' to Group 'B' in the government jobs, as the Group 'D' posts have been abolished by the government as per recommendation of the 6th Pay Commission (CPC). However, no decision has been conveyed by DOP&T till date.

(b) **Reservations for Officers.** DoP&T OM of 1979 provided 10% reservation in the posts of Assistant Commandants to retired Armed Forces personnel because at that point of time the Short Service Commission Officers used to serve for 07 years in the Armed Forces. These officers earlier used to move out of Services at the ranks of Lieutenant in the Navy, Captain in the Army and Flight Lieutenant in the Air Force with pay scale which was equivalent to that of Assistant Commandant of Para-Military Forces. Subsequently, with change in policy in 2000, the promotion to the rank of Lieutenant Commander of Indian Navy (Major and Squadron Leader in Army and Air Force respectively) started getting effected in the seventh year of service. Sixth Central Pay Commission Report in para 2.3.11 says, "After 7 years of service, an officer in the Defence Forces will be in the rank of Major/equivalent. In CPMFs, a direct Group A recruit with 7 years of service is likely to be in the scale of Rs.10000-15200 carrying the post of Deputy Commandant. Even otherwise, the posts of Major/equivalent in the Defence Forces and Deputy Commandant in CPMFs need to be treated as analogous because a direct recruit officer takes minimum 6

years to be promoted to this post in both the organizations. The Commission is fully aware that start of the pay scale of Major/equivalent (Rs.11600-325-14850) in Defence Forces is higher than that of Deputy Commandants (Rs.10000- 15200). This, however, is on account of the edge prevailing in the Defence Forces which will continue till the time the officer serves there in form of Military Service Pay (MSP). Once the officer switches over to CPMFs, the MSP will not be payable as a separate element but will be counted for purposes of fixation of pay in the pay scale applicable to the post of Deputy Commandant/equivalent in any of the CPMFs." Now, with increase in the tenure of Short Service Officers to 10 years and subsequently to 14 years, they have started getting out of service at the ranks of Lieutenant Commander (Grade pay Rs. 7600/-) and Commander (Grade pay Rs. 8000/-) of the Indian Navy (Major and Lieutenant Colonel of Army and Squadron Leader and Wing Commander of the Air Force). Therefore, it is essential that the reservation be provided at the levels of Deputy Commandant and Commandant and there should be provision of filling of certain such post by Direct Recruitment in the Recruitment Rules of various Central Para Military Forces. Till such time these amendments are effected, these posts will not get filled by Ex Servicemen either at the levels of PBORs/ JCOs or at officers' level.

(c) **Reservations in PSUs and Banks.** As brought out earlier, DOP&T OM of 1979, amended in 2012 also provides the ex servicemen, reservations of 14.5% in Group 'C' posts and 24.5% in Group 'D' posts in banks and PSUs. However, there have been instances when these organisations have not honoured this criterion while filling up their posts through Direct Recruitment. A case in point is that of a representation received by Integrated Headquarters Ministry of Defence (Navy) for Ex Servicemen Association of Bharat Dynamics Limited (BDL), a Defence PSU, where it was alleged that management of BDL does not follow DOP&T guidelines for protection of their pay and reservation of ESM in BDL. This representation of Ex Servicemen was forwarded to BDL seeking their comments on the issue. The BDL

responded that DOP&T OM dated 05 Apr 2010 is not applicable to BDL. It was also brought out by BDL that the pay of ESM in BDL is being fixed in accordance with para 4 or 16 of DOP&T OM dated 31 Jul 1986 and as per existing Recruitment Rules. As a matter of fact, the DOP&T OM of Apr 2010 was nothing more than an amendment to earlier OM of Jul 1986 taking into account recommendations of sixth CPC. However, since BDL had not yet amended their Recruitment Rules, they were not ready to amend their Company Bye rules. Thus, it had emerged that any Public Sector Enterprise was not strictly a government office and their terms & conditions of service may be different from other government departments. Suffice to say that they are not bound by DOP&T guidelines and thus are within their right to apply their own rules. DOP&T guidelines are only administrative orders and are completely applicable to all central government ministries, departments and offices. However, in the absence of any legislative backing in the form of an Act of Parliament, for others, they are at best guidelines and their strict implementation can be challenged in the Courts of Law. Hence, we need to learn a lesson from the American practice of enactment of laws in the forms of "Veterans Opportunity to Work and Hire Heroes Act of 2011" (VOW Act) or "Veterans Employment Opportunity Act 1998" (VEOA) or "Uniformed Services Employment and Reemployment Rights Act 1994" (USERRA) to ensure that there are no hindrances in Ex Servicemen getting dignified job opportunities.

(d) **State Government Jobs.** Most state government provide reservations to ESM in state government jobs. The disparity in providing reservations/ relaxation in State Government jobs by different states is glaring. As brought out vide para 4.9 previously, few states like Punjab have a well defined and elaborate system of providing reservations which are as high as 15% in State Government posts at all levels including Group 'A' posts. On the other hand, there are a number of states which do not provide any reservation to Ex Servicemen in governmental jobs. Meghalaya, Nagaland and Orissa fall under this

category. There is third category of States who have reservation policy for Ex Servicemen, but do not have elaborate rules and regulations, similar to ones promulgated by the Government of Punjab. These kind of disparities will remain depending upon the sensitivities of a particular state and its people towards their own brethren who have served in the Armed Forces. The states which are situated at international borders and have seen border skirmishes or have faced brunt of terrorism and militancy would have more respect for the Armed Forces and confidence in their abilities which translates into more reservations in state government jobs. On the other hand, the states which have been generally peaceful normally would have less value for the services of these men and therefore would have lesser or no reservations in the government jobs. However, there is no denying that the personnel joining Defence Forces from these softer states do not perform any less than their counterparts from the so called marshal states. Then there is no reason that they should get lesser benefits in choosing second career post release/ retirement from service. Moreover, with changing demography large numbers of ex servicemen do not return to their native states, towns or villages, but rather stay back in the nearest Metropolis or wherever, they have been able to construct house for their families (may or may not be their hometown). Such Ex Servicemen do not have the option of joining state services of the State in which they finally settle down because of domicile issues. The same personnel who have served in the farthest corners of their country where ordinarily no man or beast can venture and are indoctrinated in the philosophy that the whole country is their motherland, suddenly find it difficult to accept that they are not eligible for service in a government job of a particular state because they do not belong to it. Provisions need to be made to ensure that Ex Servicemen are able to pick up government job in any state of their choice post retirement.

7.3.3. Adequacy of Policy of Monitoring of Implementation of Reservations. Policy is only a Statement of Intent. It is the sincere implementation of the policy which yields the desired results. No policy of the

Government can be implemented if proper mechanisms are not put in place to ensure it and a particular office of the Government is not categorically made responsible for its implementation. Reservation policy for ex servicemen for jobs in central government has suffered this lacuna. There is no synergy between employment organisations and Directorate General Resettlement/ Rajya/ Zila Sainik Boards. Organisations and officials responsible for personnel matters are not even aware of the availability of ex-servicemen in various trades and reservation available to them. Thus, when the advertisements of filling of posts are made, reservation for ex servicemen is not even mentioned in them. As brought out by High Level Committee headed by Shri KP Singh Deo in 1984, *"There is no monitoring system in the case of ex-servicemen for overseeing the implementation of reservations. In 1981, at the Central Government level a monitoring system was introduced for the first time. Each Ministry was required to nominate an official of the Deputy Secretary level as liaison officer for overseeing the placement of ex-servicemen against the reserved vacancies in his/ her Ministry in addition to his normal duties. One Army officer was authorised as Liaison Officer (part of DGR) to the Director General of Employment & Training. His duty was to collect and collate data pertaining to ex-servicemen placements. All offices, departments, units, undertakings were supposed to forward bi-annual statements to this Liaison Officer. It was noted by the Committee that except a few cases, such returns had not been sent for years. The Deputy Secretary liaison officers had not been able to do justice to their work for reasons like postings, transfers and inadequate staff as also, to some extent lack of interest in the subject."* Strong words like "lack of interest" were a telling statement. However, it's a great disappointment that despite such an old observation of a High Level Committee of 1984, the situation has remained same or has rather worsened. Thus, to summarise, the reasons that can be attributed to this plight are listed below:-

- (a) The reservation for ex servicemen has been provided only as part of an administrative order without the backing of any Act of Parliament.

- (b) No specific orders have been issued by DOP&T with regard to rule positions on exchange of vacancies in case of non availability of ex servicemen.
- (c) No data base has been created in any Ministry till date on the total number of vacancies, number of vacancies already filled by ex servicemen and number of vacancies yet to be filled by ex servicemen.
- (d) No 'Non Availability Certificate' (NAC) is sought as a rule from DG (Resettlement) except by few departments before filling up their vacancies. When sought occasionally, no time frame is stipulated within which DG (Resettlement) is required to issue this 'NAC', despite DOP&T OM of 1979 stipulating such conditions.
- (e) Unlike in case of Bi-annual Returns forwarded by each Ministry with regards to Unfilled Scheduled Caste/ Scheduled Tribe unfilled vacancies and also for unfilled vacancies of Physically Challenged, no such data is required to be prepared and forwarded in the form of any Return.
- (f) Based on above data, special drives to fill up reserved vacancies are carried out for SC/ ST and PH vacancies, but not for Ex Servicemen vacancies and thus, they either remain vacant or are not even considered and filled in a regular manner by personnel other than ex servicemen.

7.3.4. Adequacy of Agencies involved in Ex Servicemen Affairs including that of Second Career Options for them. Chapter III has been completely dedicated to the organisation structures and functioning of various agencies involved in ex servicemen affairs and as brought out earlier, in 1986 a decision was taken to create an independent resettlement division in the Department of Defence. Accordingly, a new Department of Ex-servicemen Welfare (ESW) was set up in September, 2004 within the Ministry of Defence.

This Department formulates various policies and programmes for the welfare and resettlement of Ex-servicemen (ESM) in the Country. One of the Divisions of this Department is the Resettlement Division, which has three attached offices namely, Directorate General (Resettlement) (DGR), Secretariat of Kendriya Sainik Board (KSB), and Ex-servicemen Contributory Health Scheme (ECHS) Organisation. Under the KSB, there are Rajya Sainik Boards (RSB) and Zila Sainik Boards (ZSB) with dual ownership by both the Centre and State. Similarly, for facilitating jobs in the corporate world for the ex servicemen, there are three separate placement agencies by Army, Navy and Air Force. There have been opinions of bringing all of them under one umbrella of Integrated Defence Staff (IDS) for the purpose of synergy and avoidance of duplication of efforts. However, it is opined that creation of too many new institutions or frequent merging/ demerging or changing the chain of Command only leads to more perplexities in the working and defeats the very purpose for which such actions are taken. Generally, it is not the lack of agencies or policies that leads to poorer results but rather the poor implementation of policies due to lack of constant evolving of these institutions and policies which is responsible for such a sorry state of affairs. Hence, the need is to infuse dynamism into these institutions by way of posting officers with an aptitude for human resource development and management, make them undergo suitable courses to ensure they perform the designated task with sincerity of purpose. Have synergy between the DG (Resettlement) and the three Placement Agencies of the Army, Navy and the Air Force and among them the three Placement Agencies too. Placement Agencies need to pick up 'best practices' from each other rather than trying to be competitors of one another. For example, discussions with Indian Air Force Placement Cell (IAFPC) revealed that Air Force has carried out Memorandum of Understanding (MoU) with a number of corporate firms such as

- (a) ICICI Bank for development and maintenance of website
- (b) www.Monster.com for preparation of CVs on discounted rates also for interfacing with the private firms to generate vacancies

(c) Bangalore Metro and Hyderabad Metro for providing trained manpower and has been able to reach understanding on minimum salary to be paid for different skill sets.

In 2014 alone, 250 vacancies were filled by Air veterans in a single company, namely, the Bangalore Metro Rail Corporation. Instead of changing the Command and Control structure of Department of Ex Servicemen Welfare, or creating any new agencies, there is a need to bring in trust and synergy of efforts among the existing set up itself. This can be achieved by following:-

(a) Regular meetings and interactions among DG (Resettlement), Kendriya Sainik Board and Placement Agencies of Army, Navy and Air Force to avoid duplication of efforts and sincere sharing of information.

(b) Memorandum of Understanding with any corporate entity by one agency should be operable by others too.

(c) Database of vacancies generated and how many of them have actually got transformed into acquiring of job by Ex Servicemen needs to be maintained. Presently, only vacancies generated data is being maintained, because all these agencies see themselves as facilitators and not provider of jobs. While the line of thinking has a rationale, it needs to be seen that if the vacancies despite being advertised through these agencies do not get filled by Ex Servicemen, then reasons thereof also need to be analysed. They could be lack of skill sets, or despite possessing the requisite skill sets, lack of ability on the part of ex servicemen to present their skill sets in a manner which is understood by the corporate provider.

7.3.5. Adequacy of Policy of Restriction in usage of Internet for Armed Forces Personnel. The current policy and guidelines of Internet usage for Armed Forces personnel are very restrictive for obvious reasons of security. However, online networking has become an important communications medium. Internet gives instant information on a huge spectrum of job

opportunities available to Ex-Servicemen in areas which are suitable to their core competence, but are not even imaginable to them. One can contact one's former colleagues through these websites, who can then either give them referrals or leads on the various job opportunities. Thus, it has become almost mandatory for anyone looking for jobs in corporate world to be visible and well connected on the Internet. It can be through general social sites, dedicated social sites for jobs, registration on jobsites or making of their own groups on email, 'What's App' etc. As brought in the practices prevalent in the United States of America in Chapter IV, '*Military to Civilian Transition Guide 2011-12 Edition*', authors Carl S. Savino and Ronald L. Krannich strongly promote use of Internet for retiring armed forces personnel to help in them getting right kind of job opportunities in the corporate world through timely information and referrals from their own contacts and from people of similar interests. They bring out that the use of social media has exploded in recent years and can be used for job search. By leveraging the power of the Internet, one can extend one's networking activities through tools such as LinkedIn.com, Twitter, and Facebook. By mastering the use of these electronic tools, Armed Forces Personnel – both Officers and men, can maximize the chances of their friends—and people they may not yet know but share a common interest with—helping them identify job leads. **LinkedIn** is a professional networking tool that helps people stay in contact with past and present colleagues, find job opportunities, identify key individuals within companies of interest, and then use their connections to be introduced and, hopefully, get the job. Most importantly, LinkedIn supports Groups. Armed Forces personnel should be encouraged to join and participate in military-affiliated Groups, especially those concerning military-to-civilian career transition. **Twitter** allows individuals to network with people they may not know but share a common interest. When a person sends someone a message using Twitter, it's called a tweet. Tweets are quick, bite-sized (no more than 140 characters) comments. By tweeting people in their shared neighbourhood of common interests, a person is more likely to learn about job openings at companies of mutual interest and, through tweets with their new friends, gain insight into those jobs. **Facebook** is a tool for primarily connecting with friends and reconnecting with people from one's past. It, too,

can be an effective networking tool. For example, a person might post a "note" on Facebook letting people know that he/ she is leaving the military and seeking civilian employment. In addition to notes, Facebook also lets the person give a Status Update. By frequently updating one's status, a person is enabling those who visit his/ her Facebook page to stay current with what's happening in their life. And, of course, one should be able to include the status of one's job search so that they have the latest information. Online networking is especially useful for those stationed in far flung areas and border outposts, who are at a disadvantage with regard to face-to-face networking. Therefore, there is a need to ease out our policies for use of Internet social sites by retiring personnel, of course, keeping in place the necessary checks which are absolutely essential for the purpose of security. A detailed policy letter on this aspect is required to be issued by Ministry of Defence, maintaining uniformity across the board and doing a cost benefit analysis, keeping in mind the advantages accruable to retiring personnel in choosing their second career through their own contacts, vis-à-vis requirements of security.

7.4. Adequacy of Avenues Available for Re-employment of Ex Servicemen

As brought out in Chapter II, apparently, all kinds of policies and provisions are available for ex servicemen to get jobs in other government departments, banks, Public Sector Units (PSUs) and also get self employment opportunities in the form of milk booths, 'Safal' Vegetable shop outlets, Security Agencies, CNG and Fuel Stations, etc. Similarly, Placement Agencies of every Service is involved in facilitating jobs for ex servicemen in corporate world. Thus, it seems that while the opportunities are available, they are not being utilised by ex servicemen and number of such posts remain vacant. Details of Annual Retirement/ wastages (Officers and JCO/ORs) in the three services are placed at **Appendix 'G'**. It can be seen that average number of personnel leaving service is 60000 and this figure up to 30 Jun 2014 is 30,492. Out of these 30,492 personnel leaving service, only 15,368 (approximately 50%) have shown willingness for jobs through DG (Resettlement) (**Appendix 'H'**). It is not surprising that not even one member is from Navy or Air Force, ascertaining the fact that the levels of jobs being offered through DG

(Resettlement) are majorly catering to requirements of the Army. As brought out earlier in Chapter 3, the number of officers and PBORs who got employment through DG (Resettlement) during 2014 is 46,721 (**Appendix 'E'**). Out of this a whopping percentage (89%) is employed as guards through DG (R) empanelled Security Agencies. It also appears that it is just the lack monitoring of reservation policy which is responsible for these posts remaining vacant. While lack of monitoring does play a very major role, it is not the whole story. We therefore, need to break this problem of inadequacy of avenues in following heads to find ways ahead:-

- (a) Adequacy of Government jobs
- (b) Adequacy of Self Employment Avenues
- (c) Adequacy of jobs in Corporate World

7.4.1. Adequacy of Government Jobs. As already discussed earlier, the present provisions of reservation and relaxation, though were amended in 2012, did not take into account the changed realities of up gradation of Group 'C' posts and abolition of Group 'D' posts. The situation created due to this anomaly has resulted in much lower level posts available to Ex Servicemen in government jobs and thus, it is not surprising that they remain unfilled. Since, the anomaly has not been resolved even seven years after implementation of sixth CPC recommendations due to administrative apathy, and submission of seventh CPC recommendations is round the corner, it is highly likely that it will further widen and the reservation policy for ex servicemen will remain only on paper if the slide is not halted immediately. As brought out in Chapter IV above, as per High Level Committee of 1984, each Ministry was required to list out suitable posts in Group 'A' and 'B' which could be filled by lateral induction of defence officers in their last two years of service, It is not feasible that such actions will fructify now based on earlier recommendations. Further, a lot has changed over the years not only with regard to the economic dynamics of the country, security scenario, environmental and social schemes implementation mechanisms but also with respect to the aspirations and requirements of ex servicemen. Thus, there is a need for constituting a new

High Level Committee with equal representation from all stakeholders (not excluding the biggest stakeholders i.e. Defence services and the Ex Servicemen Association representatives) and headed by a much respected Member of Parliament with prior experience of the Defence forces to look into these aspects. From the discussions with various personnel (both officers involved with resettlement of ex servicemen and some of the ex servicemen themselves), some suggestions which emerge are as follows:-

(a) ***Involvement of Ex Servicemen in Social Schemes & Government Missions.*** Feasibility of the constructive role these ex servicemen can play as implementers and resource persons for various governmental social schemes like Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGA), National Rural Livelihood Mission (NRLM), Ganga Action Plan, Swachh Bharat Mission, Sarv Siksha Abhiyan etc. needs a closer look. Their sincerity, integrity, discipline, incorruptible nature, excellent organisational skills, ability to adjust in remote areas and connect with local populace are some of the traits which make them ideal candidates for such tasks. There can be different modalities for affecting this:-

(i) ***Raising of Newer Battalions under Territorial Army.*** All such missions/ tasks can become joint ventures of Ministry of Environment & Forests (and any other Ministry directly related with it e.g. Ministry of Rural Development for MGNREGA and NRLM) and Ministry of Defence and implementation is brought under the aegis of Territorial Army. Dedicated battalions can be raised on the lines of Ecological Tasks Force Battalions of 1980s.

(ii) ***Ex-Servicemen Directly Employed by Concerned Ministry.*** In the second model, the ex servicemen can be directly employed by the concerned Ministry and a particular Mission or Social Scheme remains directly and solely under that Ministry for its formulation and implementation. Personnel from

Armed Forces can be either taken on deputation in their last two years of service and then absorbed or can be re-employed post retirement.

(b) **Civil Police Forces.** Replying to two separate question in Lok Sabha in Feb and Nov 2014, it has been conceded by the Government that there is a deficiency of 5,48,361 police personnel against a total sanctioned strength of 22,09,027 for all States and Union Territories (Lok Sabha Question No. 3201 answered on 11 Feb 2014 and Starred Question No. 36, answered on 25 Nov 2014)(**Appendices 'J' and 'K'** respectively). It also emerged that against an average 145.02 police personnel per Lakh of population, there are only 106.79 police personnel available. Furthermore, against sanctioned strength of 4730 IPS officers for all States and Union Territories, there is a deficiency of 1093 IPS officers. Crime rate in a country is inversely proportional to the ability of the State to control it. In India even the sanctioned strength of policemen per Lakh population at 145.02 is well below world standards. A 2006 analysis of the United Nations indicates an approximate median of 300 police officers per 100,000 inhabitants as per the available data to it of different countries of the world. The highest median of police officers – around 400 – was observed in West Asia, Eastern and Southern Europe. The United Nations recommends a minimum police strength of 222 per 100,000 people. Against this backdrop, the same list indicates that India has 130 policemen per Lakh population, which is well below the world average. Thus, there exists an urgent need to augment the manpower strength of our police forces. Putting curbs on manpower sanctions on one hand and ever increasing population on the other hand area widening this gap at an exponential rate. There is no reason why such an augmentation cannot be undertaken using the already trained manpower with minimum training and acclimatization requirements. Similarly, shortage of IPS officers can effortlessly be overcome by lateral induction of officers from Armed Forces. This proposal has been scuttled time and again to safeguard the interests of different lobbies.

However, it needs to be seen without any prejudice by any All India Services because the interest of a particular service cannot override the genuine and urgent need of the citizenry. Interests of different Stakeholders can be looked into, if the whole issue is reassessed without any prejudice.

(c) **Central Armed Police Forces (CAPF).** Border Security Force (BSF), Central Reserve Police Force (CRPF), Central Industrial Security Force (CISF), Assam Rifles (AR), Indo Tibetan Border Police (ITBP), and Sashastra Seema Bal (SSB) constitute Central Armed Police Forces in the country. Their role varies from Border Patrolling to augmenting civil police efforts in maintaining law and order in strife torn parts of the country to fighting Naxalism and extremism in different States. In the various CAPF, there is a total shortage of 64,031 personnel (2917 Officers, 17,768 Subordinate officers and 43,346 others) as brought out in Lok Sabha Unstarred Question No. 2659, answered on 09 Dec 2014 (**Appendix 'L'**). All these posts can be filled by retired or retiring Armed Forces personnel for the reasons cited in the previous paragraph.

(d) **Teachers at Primary and Upper Primary Levels.** The Right of Children to Free and Compulsory Education (RTE) Act 2009 stipulates certain norms of Pupil to Teacher Ratio (PTR). Compared to OECD standards, these ratios are much higher, implying that in India, on an average, the number of students taught by a teacher is much higher. However, even these minimum standards are not being achieved and there are huge deficiencies of teachers at the primary and upper primary levels adversely affecting the quality of education. In a reply to Lok Sabha Unstarred Question No. 1716, answered on 03 Dec 2014 (**Appendix 'M'**), it has emerged that the total shortages of teachers are 5,86,684 at the primary level and 3,50,185 at the upper primary level. These deficiencies understandably should be more in rural schools than in urban areas. In a questionnaire circulated as part of this study, large numbers of ex servicemen have displayed the desire to settle

down in their native places. Presently large number takes up residences in big cities because of lack of job opportunities in their hometowns and villages. Of course, sometimes they also settle down in large cities because of higher education requirements of their wards. But most of them have displayed a desire to finally move to the towns and villages they originally hailed from. A large number of them have instructor potential by virtue of the constant training that they undergo both physical and academic. National Classification of Occupations 2012 can be used to equate their training with various civilian academic courses and to see whether they meet requirements of being a primary or upper primary teacher. Involving them in the Sarv Siksha Abhiyan can meet out the requirement of filling of vacancies of teachers' vacancy in a constructive manner and give a huge fillip to this important national mission.

(e) **National Disaster Response Force (NDRF).** NDRF was constituted in 2006 with 08 Battalions (02 Bn each from BSF, CRPF, ITBP and CISF). As on date NDRF is having strength of 10 Battalions. Each NDRF Battalion consists of 1149 personnel. Union cabinet has also approved the conversion/up-gradation of 02 Battalions from SSB. Thus, it is evident that as of today less than 12,000 personnel are part of NDRF. For a country of the size of India with almost 1/6th of the world population calling it home, this force size is miniscule. The situation becomes even more grim given the fact that India has a very vast coastline, gets heaviest Monsoons, with whole of Himalayan region falling in the 'High' and 'Very High' Hazard zones of seismic activity and the three biggest cities (Delhi, Mumbai and Kolkatta) falling in the 'Moderate' Hazard zones. Furthermore, with more than 1/8th of urban population living in slum or slum like conditions, the possibilities of natural as well as manmade disasters in India are beyond comprehension. A small force of less than 12000 personnel is highly ineffective for the mandated task. Thus, it is no surprise that every time disasters strike, all other forces right from civil police to para military forces to Armed Forces have to pitch in – at

times even at the cost of their own mandated function. Therefore raising dedicated Battalions of Ex Servicemen for this task can solve the problem of augmentation of this important force and in turn, also provide additional second career opportunities to the Ex servicemen.

7.4.2. Adequacy of Self Employment Avenues. Various self employment schemes facilitated by DG (Resettlement) have been brought out in paragraph 3.3.2. (b), Chapter III. As can be seen most of these schemes are catering to low end self employment opportunities. While to be successful in business, is completely dependent on the individual enterprise, choosing the right kind of self employment opportunity can be facilitated by these agencies and it definitely does not stop at the same old schemes being perpetuated and provided through Self Employment Directorate of DG (Resettlement). Most of the Ex Servicemen who responded to the Questionnaire prepared for this study, were unaware of the services and facilities available through DG (Resettlement). To a certain extent, they have themselves to be blamed for this ignorance, since all such details are readily available on the DG (Resettlement) website. However, it emerged that there was certain lack of confidence, both in the abilities and working, of DG (Resettlement) organisation among the outgoing personnel. Continuing with same old schemes like 'Safal' and 'Mother Dairy' outlets etc., not exploring the self employment opportunities in newer fields like IT, renewable energy projects, e-waste management projects, environment conservation projects etc., not involving Ex Servicemen Entrepreneurs as motivators and facilitators are some of the reasons responsible for this lack of confidence in DG (Resettlement), that have emerged from the responses to the questionnaires. Therefore, conducting seminars for retiring/ retired personnel with experts from the emerging fields as mentioned above and also inviting Ex Servicemen Entrepreneurs narrating their own experiences can help personnel desirous of venturing into this area to understand the nuances and difficulties involved in starting a new venture.

7.4.3. Adequacy of Corporate Jobs. Chapter III describes how the Placement Agencies of the Army, Navy and Air Force are actively involved as

an important link between the Ex Servicemen and the Corporate World. They function as the facilitators in providing various services to the outgoing personnel in the form of preparation of Curriculum Vitae (CV), intimation about availability of jobs, signing Memorandum of Understandings (MOUs) with firms for providing jobs to Ex Servicemen. While they maintain data with regard to number of personnel registered with them (not all outgoing personnel get themselves registered with these Agencies) and the number of vacancies that come their way from different firms, no data base is available with regard to number of such vacancies actually getting transformed into jobs. While it is in sync with the current policy of acting as a facilitator than a provider of corporate jobs, such a lack of data with regard to conversion rate of interviews into jobs, makes it difficult to attribute reasons if despite attending regular interviews, the personnel are not able to find corporate jobs. From the questionnaire circulated, it emerges that age becomes a major factor in denial of jobs in private sector despite Ex Servicemen meeting all other criteria necessary for them. It has less to do with the ability to perform due to age, but more due to doubts in the minds of corporate bosses conducting these interviews regarding the ability of these Ex Servicemen to mingle and merge and adapt to the relatively younger office environment in civil world. Perceived rigidity of Ex Servicemen (because of long years of disciplinarian environment) in the discernment of HR managers in corporate sector, could be another reason for lack of jobs in the private firms. An effort was made by DG (Resettlement) to encourage Corporates to involve Ex servicemen in their CSR efforts. An advertisement was taken out in this regard in a number of National Dailies (**Appendix 'N'**). However, the response of corporate sector has remained lukewarm. It would not improve till there is a financial benefit involved in employing Ex-Servicemen by these Corporates. Thus, there is a need to incentivise corporate picking up Ex Servicemen for jobs by introducing certain government policies for this purpose. Under the Companies Act, companies having minimum net worth of Rs. 500 crore or turnover of Rs.1,000 crore or net profit of Rs. 5 crore in a financial year are required to shell out at least two per cent of their three-year average annual net profit towards Corporate Social Responsibility (CSR) activities. As per the current Government policy, as the application of income

is not allowed as deduction for the purposes of computing taxable income of a company, amount spent on CSR cannot be allowed as deduction for computing taxable income of the company. Finance Minister, while presenting Union Budget 2014-15 emphasised that the objective of CSR was to share the government's burden in providing social services. He said, *"if such expenses are allowed as tax deduction, this would result in subsidising of around one-third of such expenses by the government by way of tax expenditure"*. However, the government also said that deductions could be allowed for certain CSR activities, i.e. *"... the CSR expenditure which is of the nature described in section 30 to section 36 of the Act shall be allowed deduction under those sections subject to fulfilment of conditions, if any, specified therein,"*. One of the conditions that can be included in the Act could be that **the Companies employing a minimum of 5% Ex Servicemen would be eligible for such tax deduction apart from it fulfilling other laid down norms in the relevant section of the Act.**

7.5. Preparations Undergone by Retired and Retiring Armed Forces Personnel in getting Jobs & Assistance Received through Various Agencies

As brought out in Chapter I that though the questionnaire was forwarded to more than 200 personnel, the responses have been received from only 67 personnel only. Among the respondents 18 are retiring personnel (12 officers and 06 PBORs) and 49 are retirees (27 officers and 22 PBORs). The details of respondents based on the service they belong/ belonged to is listed in the same chapter. It was seen that it was mostly officers who had responded although all categories of retiring and retired personnel were approached. Furthermore, it was mainly retired personnel of the Indian Navy who had responded. Thus, it was felt that though the sample did not reflect true representation of officers and men or that of three Services, it did reflect the lack of willingness of the personnel of the three Services to present their views. However, it is also to be said that whoever has finally given the views, have done so in a very candid manner, without any prejudices or biases. Since the retired respondents have already chosen their career, they can be divided into four categories. The first category is those who chose government service as their second career – there are 07 such respondents, all of them being

PBORs (02 JCO, 05 ORs). All 05 ORs have joined as Lower Desk Clerks (LDCs) with starting Grade Pay 1900/-, 01 JCO has joined as an Administrative Officer (starting Grade Pay 4200/-) and one as Chargeman in Naval Dockyard (starting Grade Pay 4200/-). In the second category, we can put 03 officers who have joined Defence PSUs and 01 JCO who joined a Bank. Third category comprises of 04 officers and 03 JCOs, who have started their own ventures and joined the ranks of entrepreneurs. In the fourth category come the personnel, both officers (20) and PBORs (10 JCOs and 01 OR), who have chosen private sector for their second innings. Few deductions from the responses received have already been discussed in the preceding paragraphs while discussing adequacies of policies and avenues available and expected by the Ex Servicemen. Some of the salient issues raised in the questionnaire along with most general responses are as follows:-

7.5.1. Steps taken to prepare for Second Career Post Retirement.

Most of the respondents confirmed having put in some amount of personal efforts in the form of taking up various courses (both Pre-Release Courses being offered by Services and some vocational courses on their own. Some common actions taken are listed below:-

- (a) Applied for Re-settlement course.
- (b) Spoke to senior colleagues/ friends already in second career in corporate circle for advice and intimating one's availability in near future.
- (c) Connected with maximum number of professionals from the industries
- (d) Created LinkedIn Profile and updated job sites
- (e) Spent considerable time refining the CV in consultation with friends. Prepared a good and meaningful resume

- (f) Attempted GRE, GMAT and TOEFL for education in USA (mainly by Short Service Commission Officers).
- (g) Put in hard work for civil services competition – IAS and PCS (mainly by 03 technical cadre JCOs)
- (h) Taken private coaching (One month) for facing Civil Service Interview after qualifying prelim and mains

7.5.2. Details of any Assistance received from your Service (Army/ Navy/ Air Force)/ DG (Resettlement). With regard to assistance from DG (Resettlement), the answer was a resounding 'NO'. This also could be due to the fact that the personnel who had responded were mainly from Navy. DG (Resettlement) mainly caters to Security related jobs or provides low end self employment opportunities. Moreover, Self Employment opportunities are mainly available to disabled Ex Servicemen/ widows or Next of kin (NOK) of battle casualties. None of the responded had got any such assistance from DG (Resettlement). On the issue of assistance from their own Service, most of the respondents confirmed of having undergone a Pre-Release Course.

7.5.3. Role of Online Sites like LinkedIn, Jobsites and HR Firms in finding better Second Career Options. While all the respondents conceded to having created profiles on LinkedIn and face book apart from registering on Jobsites like www.Monster.com, www.Naukari.com, www.Shine.com etc., the unanimous response was that it did not help them in terms of directly getting a job. While LinkedIn was good for connecting up with people with similar job interests, which could be useful in referrals, no one actually got a job through any such referral. In fact old colleagues were the biggest support for most of these respondents. It was agreed by most that the old colleagues are the ones who can really be of help. Most senior level jobs are not published. Moreover, in senior positions, hiring is mostly through referrals. Other than Defence colleagues in corporate world, it is difficult to get good referrals for any senior positions. It was also brought out by many that one should be prepared to work under one's junior colleagues also since they

might have already reached senior positions in the corporate ladder. Regarding registering oneself on Jobsites, it was brought out by few that the more the number of sites one registers with, the more difficult it becomes to secure a good job. In such cases, Employers may receive one's application through many sites and this in turn would indicate one's desperation, which would result in hampered negotiating capacity of the prospective employee. Moreover, Job sites generally cater for junior positions. With regard to approaching professional firms, it emerges that they are not really of very great help unless Placement Agencies of services are able to guide them as they do not understand Defence terminology and make a mess of it.