

**34**

**STANDING COMMITTEE ON DEFENCE  
(2008-2009)**

**(FOURTEENTH LOK SABHA)**

**MINISTRY OF DEFENCE**

**HUMAN RESOURCE PLANNING, SHORTAGE OF MANPOWER,  
INFUSION OF HI-TECH TRAINING AND INFRASTRUCTURE  
FOR THE ARMED FORCES**

**Thirty Fourth Report**



**LOK SABHA SECRETARIAT  
NEW DELHI**

**February, 2009/Phalguna, 1930 (Saka)**

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## **HUMAN RESOURCE PLANNING, SHORTAGE OF MANPOWER, INFUSION OF HI-TECH TRAINING AND INFRASTRUCTURE FOR THE ARMED FORCES**

*Presented to Lok Sabha on 24.02.2009*

*Laid in Rajya Sabha on 24.02.2009*



**LOK SABHA SECRETARIAT  
NEW DELHI**

February, 2009/ Phalguna, 1930 (Saka)

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# CONTENTS

	<b>Pages</b>
Composition of the Committee (2008-09) .....	(iii)
Introduction .....	(v)

## **PART-I BACKGROUND ANALYSIS**

<b>Chapter-I</b>	<b>Introductory</b>	1
<b>Chapter-II</b>	<b>Assessment of Manpower</b>	
	Authorised and existing strength in the three Services .....	5
	Shortage of manpower in the Armed Forces .....	7
<b>Chapter-III</b>	<b>Recruitment procedures</b>	
	Strategies for Motivation, Pre-Selection training .....	15
	Feeder Institutions for the Armed Forces .....	15
	Recruitment Procedures in the Armed Forces□ .....	18
	Short Service Commission for Armed Forces .....	26
	Changes in the Recruitment Procedure in the Armed Forces□ .....	34
	Induction of Women in the Armed Forces .....	38
<b>Chapter-IV</b>	<b>Induction Training &amp; Development</b>	
	Training .....	41
	Relevance of IMA and OTA as separate Institutions .....	46
	Stipend for the Cadets during the training .....	47
	Indian National Defence University (INDU) .....	48
<b>Chapter-V</b>	<b>Working Conditions</b>	
	Management of Career & Promotion Policy .....	51
	Recommendations of the A.V. Singh Committee .....	56
	Time scale and Promotion .....	60
	Sixth Central Pay Commission .....	61
	Permanent Promotion Board .....	64
	Statutory Complaints .....	65
	Welfare Measures and Grievance Redressal System .....	65
	Education facilities for wards of Armed Forces Personnel .....	67

(ii)

	Sensitisation of the Civil Authorities	76
	Armed Forces Headquarters Civil Service (AFHQCS)	82
	Armed Forces Tribunal	85
<b>Chapter-VI</b>	<b>Exit Policy</b>	
	Premature Retirement	87
	Retention Incentive	90
<b>Chapter-VII</b>	<b>Directorate General of Resettlement (DGR)</b>	
	Ex-Servicemen commission	93
	Natural Disaster Organisations	93
	One-Rank-One-Pension	94
	Withdrawal of Army from deployment in counter insurgency operations	96
	Lateral Induction of Ex-Servicemen	97
<b>Chapter-VIII</b>	<b>Infusion of High-tech Training and Infrastructure</b>	
	Technological advancement	98
	Technical Education	100
	Infusion of Hi-Tech Training in Army	103
	Delegation of Powers to Army Headquarters for purchasing equipment	104
	Depleting Strength of Field Firing Ranges	106
	Infusion of High-Tech Training in Navy	106
	Infusion of High-Tech Training in Air Force	110
	CAG's comments on Training of Pilots	116
	Inadequate Civilian Instructors in Training and other Technical Institutions	118
	Foreign Training	122
	Joint Training	123
	Future vision for imparting hi-tech training	124

## **PART-II**

	<b>Recommendations/Observations of the Committee</b>	125
<b>Appendices</b>	Minutes of the sittings of the Committee held on 18.12.2007, 18.01.2008, 28.01.2008, 26.05.2008, 03.07.2008, 28.07.2008, 04.08.2008, 12.08.2008, 26.08.2008, 02.09.2008, 16.09.2008 and 05.12.2008	148

## COMPOSITION OF THE STANDING COMMITTEE ON DEFENCE (2008-09)

Shri Balasaheb Vikhe Patil

-

Chairman

### MEMBERS

#### LOK SABHA

2. Shri Vijay Bahuguna
- \*3. Shri S. Bangarappa
4. Shri Milind Murli Deora
5. Shri Santosh Gangwar
6. Shri Jigajinagi Ramesh Chandappa
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- \*\*15. Dr. H.T. Sangliana
16. Shri Arjun Charan Sethi
17. Prof. Mahadeorao Shiwankar
18. Shri Manavendra Singh
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26. Smt. Shobhana Bhartia
27. Shri R.K. Dhawan
28. Shri K.B. Shanappa
29. Shri Arun Shourie
30. Smt. Viplove Thakur
31. Shri M.V. Mysura Reddy
32. Shri Munquad Ali

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\* Ceased to be a member of this Committee due to his resignation from Lok Sabha w.e.f. 12.02.2009

\*\* Consequent upon his disqualification from Lok Sabha w.e.f. 3.10.2008.

\*\*\* Ceased to be a member of this Committee due to his retirement from Rajya Sabha w.e.f. 29.11.2008.

\*\*\*\* Ceased to be a member of this Committee due to his retirement from Rajya Sabha w.e.f. 25.11.2008.

(iv)

**SECRETARIAT**

- |    |                    |   |                     |
|----|--------------------|---|---------------------|
| 1. | Shri Rajeev Sharma | - | Director            |
| 2. | Shri D.R. Shekhar  | - | Deputy Secretary    |
| 3. | Smt. J.M. Sinha    | - | Under Secretary     |
| 4. | Shri Om Prakash    | - | Executive Assistant |

## INTRODUCTION

I, the Chairman, Standing Committee on Defence (2008-09) having been authorized by the Committee to submit the Report on their behalf, present his Thirty-fourth Report on the subject 'Human Resource Planning, Shortage of Manpower, Infusion of Hi-Tech Training and Infrastructure for the Armed Forces'.

2. The Committee had selected the above subject for examination during the year 2007-08. As the examination of the subject remained inconclusive, it was again selected by the Standing Committee on Defence for examination during the year 2008-09.

3. During the examination of the subject, the Committee took evidence of the representatives of the Ministry of Defence and Ex-servicemen having knowledge of the subject matter on 18 December 2007, 18 & 28 January, 26 May, 3 & 28 July, 4, 12 & 26 August, 2 and 16 September 2008.

4. The Committee finalized and adopted the draft Report at their sitting held on 5 December, 2008 on the basis of written information furnished by the Ministry of Defence; memoranda submitted by Ex-servicemen and experts; oral evidence tendered by the representatives of the Ministry and non-official witnesses; and the observations made by the members of the Committee during the Study visits to Visakhapatnam, Mumbai, Jodhpur, Barmer and Jaisalmer from 26 October to 1 November 2007 and Chennai, Hyderabad, Bangaluru, Pune, Goa and Karwar in February 2008.

5. The Committee's examination has revealed certain deficiencies and shortcomings in manpower planning and human resource management in the armed forces. Broadly, the areas of concern noticed by the Committee are: absence of proper system for assessment of manpower requirement; inadequate initiatives to encourage and motivate the younger generation to join armed forces; need for improvement in the recruitment procedures; desirability of better management of career prospects and working conditions; and need for multipronged strategies for welfare of serving defence personnel and ex-servicemen.

6. The Committee have also emphasised upon the need to gear up our armed forces to meet the challenges of growing threat perception in view of the fact the global security scenario is fast changing with the advent of technological advancement in the nature of warfare. The Committee have accordingly desired that the Ministry of Defence to pay serious attention towards this aspect and devise an effective training, strategy to meet the long term technological requirements of the armed forces keeping pace with changing times.

7. The Committee wish to convey their thanks to the representatives of the Ministry of Defence and Ex-servicemen and experts for appearing before the Committee for tendering evidence and for furnishing the relevant information in connection with the examination of this subject.

8. For facility of reference and convenience, the observations/ recommendations of the Committee have been printed in thick type in the body of the Report.

**New Delhi;**  
**23 February, 2008**  
**04 Phalgun, 1930 (Saka)**

**BALASAHEB VIKHE PATIL,**  
**Chairman,**  
**Standing Committee on Defence.**



## **CHAPTER-I**

### **HUMAN RESOURCE PLANNING, SHORTAGE OF MANPOWER, INFUSION OF HI-TECH TRAINING AND INFRASTRUCTURE**

#### **INTRODUCTORY**

Human resource planning of the Military flows from the National Security policy, which in turn is based on a Nation's social, economic and political institutions and threats from within and outside the Sovereign State. It is the foundation on which the security superstructure of the country rests. Closely related to maintaining a motivated and a highly skilled Force, are the issues of training, which is increasingly becoming hi-tech, related infrastructure and the challenge of addressing the issue of manpower deficiencies, wherever existing.

1.2. Today, the profession of arms involves highly specialized skills. A military professional is an expert with specialized knowledge and skills. His expertise is acquired through prolonged training and experience.

1.3. In any modern Armed Forces, there are specializations and sub-specializations, which cater to different kind of warfare on land, on and under the seas, in the air and also the support services including maintenance of modern weapons and equipment.

1.4. Each Service has engineers, doctors, lawyers and other specialists yet, within each Service, there will be divergent vertical specializations, as their functional responsibilities will differ. The Captain of an Aircraft Carrier and a Commander of an Infantry Division will be faced with a completely different set of problems, requiring different capabilities and experience.

1.5. The Armed Forces, like any other organization, seeks to attract the "best suited" for the job. Needless to say, they are required to conform to certain eligibility criteria, both in terms of physical and mental robustness. Standards for recruitments are based on the principle of obtaining the basic building block in terms of manpower and thereafter provide training in stages, to meet on-the-job needs, in tandem with career progression.

1.6. The founding principle of Human Resource Policy is to hone the talent of each individual and groom him towards maximizing combat skills and achieving organisational effectiveness.

1.7 The personnel management strategy comprises the following:-

- a. Recruit the “right” individual into the service.
- b. Optimum utilization of available human resources.
- c. Development of potential human resources through proper training, placement and promotion policies.
- d. Dovetail the individuals and service requirements, as far as possible, with career prospects of the individual in the foreground.

### **Jointness of manpower planning among the three services**

1.8 When inquired about the joint-ness of three Services, the representative of the Ministry of Defence stated as under:

“Frankly speaking, there is a debate going on. In fact, it is really for the Services to arrive at jointness. I do not want to make any comment on the subject”.

### **Significance of Manpower**

1.9 Highlighting the importance of Manpower, a non-official witness stated during the evidence as under:

“The point I wanted to highlight is that while keeping in touch with the technology, which is very crucial for a convention war, the kind of involvement that the Indian Defence Forces, particularly, the Indian Army have involved in Jammu and Kashmir over the last two decades and North-East and other regions for so many years, the technology does not play the decisive role”.

That is the point I wanted to make. The man will continue to remain the critical factor in the Defence Forces, and we must focus on that man. The technology is fine for remaining prepared for a conventional war, which must remain. But side by side, the man must not be ignored; he must remain the centre of our attention”.

1.10 The non-official witness further stated:

“About the shortage, there are two aspects. One is officers shortage; and the other is the shortage about the persons below officer rank or the PBOR, the term, we normally use. In any Army, more so in the Indian Army, the crucial role in any unit is played by the officer. We are an officer-led Army. That is for everyone to see. You take the number of casualties suffered in every war, and you relate it to the normal officer to man ratio, you would find that the casualty ratio is much higher; and it is often and very rightly said that no unit is good or bad; it is the officer that makes it so. You do not have the right quality of officers, which is not happening today, everybody knows it. Quality is an aspect. We have been having shortage of nearly 35 per cent for more than 10 years. Their sense of dedication, the sense of commitment can easily be seen. While in actual practice, an officer is doing two officers’ job in every unit. If you take the absence on courses and other training matters, no officer till today has complained to any authority that he is overworked. Number two, we are holding only 65 to 70 per cent of the officers; no unit has ever claimed that it would be able to produce only 70 per cent of the results. We are still expecting and producing 100 per cent of the results with that shortage. I am not trying to say that this shortage should not be made up; it must be made up and we must find methods.

I also want to refer to the recent Press reports and I do hope that they are false, where it was reported that an instruction has gone from the Ministry of Defence to say that to make up the deficiency, we must have a one-time lowering of the selection standards. With all the emphasis at my command, I would advise against any such measure. It would be better to let the Army remain with shortage if that is unavoidable rather than making it just to fill the ranks of people, who do not have the right kind of competence or motivation.

Now, as far as the PBOR are concerned, apparently there is no shortage. But that should not give us a false sense of popularity of the Defence Forces. We still meet our old JCOs or NCOs, who have put in their lifetime in the military uniform. There was a time not many years ago when they took pride in putting their son in the same unit that they served is not any longer. The Army is not their first choice. They would like to put them in some other service. Now, that is a kind of development, which we as, countrymen, need to take note and find corrective measures.

Although there is no shortage, because the number is so large, the unemployment is so high, that the people are still wanting to join but they are coming not out of choice but more out of compulsion”.

1.11 About the Human resource planning issues related to the PBORs , a non-official witness stated as under:

“Attractive, of course, it is only by higher emoluments. The jawans’ problem is that since we have a narrow top, 80 per cent or more than 80 per cent of the PBOR they go home after 17 years of service when their age is between 35 and 40. Now, they suffer in two ways. Firstly because they have put in lesser years of service and, therefore, their salary is low and, therefore, the pension will be low. Secondly, they are left in the street at a time when their financial commitments are high. Their children are going to school, their sisters to be married or they have old parents to look after. I am talking of ex-servicemen”.

1.12 Giving the historical account of the service condition of the Armed Forces personnel, the non-official witness further stated:

“I would like to draw the attention of the honourable House that till 1962-1963 the ‘colour service of a man’ that is the compulsory service was only seven years. They were not given any pension. Only the limited nucleus who were required for the higher ranks were given it; otherwise, they were sent home. There was no pension.

But, at that time, most of the soldiery came from the rural areas where he went back to till his land. Today the land holdings are no longer viable. He cannot subsist on land. That is why, you increase the colour service. It was increased by a few years in 1963, then kept increasing. But today we see that the pension bill is very high. We have nearly 22 lakh pensioners which is a very high commitment for the country. We need to go back to that. That is why the recommendation comes in that you reduce the colour service again; do not give the man a pension, but you give him a job after he leaves. Then he leaves after five years or six years or seven years. He is fit for any job, he is a disciplined man, he is a national asset. But he must be absorbed”.

**CHAPTER-II**  
**ASSESSMENT OF MANPOWER**

**Authorised and existing strength in the Army**

2.1 When inquired about the assessment of manpower in the Army, the Ministry of Defence stated in their written reply as under:

“The manpower is periodically analysed and factored in the 15 Year Long Terms Perspective Plan and Five Year Plans of Army. In addition, manpower review if operationally imperative, is done during the mid-plan period. The existing organisations / establishments are periodically reviewed by Army Standing Establishment Committee (ASEC).”The Cadre structure of officers in the Army is based on operational requirement and hierarchical structure of field formations. The Officers Cadre structure is steeply pyramidal due to the organisation being command oriented.

2.2 The details in respect of Officers and Personnel Below Officers Rank (PBOR) in the Army as on July, 2007 are given below:-

Category	Rank	Auth	Held	Defi
<b>Officers</b>	Gen	1	1	0
	Lt Gen	68	66	-02
	Maj Gen	216	205	-11*
	Brig	866	866	0
	Col	4238	4344	106
	Lt Col & below	41225	30069@	-11156 (27%)
	Total	46614	35551	-11063 (24%)
* Being promoted @ Held Lt Col <b>11,131</b> , Maj <b>8,813</b> , Capt <b>6,745</b> , Lt <b>3,380</b>				
<b>Personnel Below Officer Rank</b>	Junior Commissioned Officer (JCO)	86600	82300	-4300@
	Other Rank (OR)	1015000	1038300	+23300
	Figures rounded off. @ Temporary voids. 3. Surplus being liquidated by September 2008.			

### Authorised and existing strength in the Navy

2.3 When inquired about the assessment of manpower in the Navy, the Ministry of Defence stated in their written reply as under:

“The Navy is pursuing a long term policy that places emphasis on restructuring by means of redeployment of manpower resources arising from decommissioned ships / submarines / aircraft.

2.4 Details in respect of Officers and PBOR (as on 30 June 2008) in the Navy are as under:

#### Officers- Manpower Status

Rank	Sanctioned strength	Actual strength	Shortage
Admiral	1	1	-
Vice Admiral	18	18	-
Rear Admiral	54	54	-
Commander/Captain	485	485	-
*Commander/Lt. Commander/Lieutenant/Sergeant Lieutenant/Surg Captain (SPI)/Surg Commander	7520	6269	(-)1251
SD OFFICERS	841	600	(-)241
<b>TOTAL</b>	<b>8919</b>	<b>7427</b>	<b>(-)1492 (16.7%)</b>

\*No separate figures are available on the sanctioned strength of Commanders and below.

#### Sailors- manpower status.

Category	Sanctioned strength	Actual strength	Shortage
Artificers	6794	6453	(-)341
Non-Artificers	44509	41498	(-)3011
Total	51303	47951	(-)3352

### Authorised and existing strength in the Air Force

2.5 When inquired about the assessment of manpower in the Air Force, the Ministry of Defence stated in their written reply as under:

“Manpower Planning is an ongoing process in Air Force. The strength is calculated depending upon the type of aircraft, weapon system, other equipment, envisaged role and task of the concerned formation. The cases for sanction of manpower are taken up as and when new equipment is inducted or new unit is raised. If an existing equipment or aircraft is phased out or declared obsolete and the unit is closed down, the existing sanction for manpower is re-appropriated to a new raising or factored in while projecting the case for a new raising. Further, reassessment of the existing sanction is done unit wise on a periodical basis through a body called Air Force Standing Establishment Committee (AFSEC) which carries out periodical reviews of the existing sanctions after due assessment of the current equipment, roles and tasks of the existing units. On an average 45 to 55 units are reviewed every year (4 to 5 units per month).

**Officers**

<b>Rank</b>	<b>Sanctioned strength</b>	<b>Actual strength</b>	<b>Shortage</b>
Air Chief Marshal	1	1	-
Air Marshal	23	23	-
Air Vice Marshal	50	53	+3
Air Commodore	150	158	+8
Group Captain	555	651	+96
Wing Commander	4095	4239	(+)144
Squadron Leader	3828	2861	(-)967
Flight Lieutenant	2469	1761	(-)708
Flying Officer	965	890	(-)75
<b>TOTAL</b>	<b>12136</b>	<b>10637</b>	<b>(-)1499</b>

2.6 When inquired whether the shortage of Airmen in the Air Force is because of the recruitment ban since 1984 or because of the unattractiveness of the career as mentioned by the Ministry, a representative of the Ministry of Defence stated as under:

“There is no contradiction as such. In 1984, there was a ban, which got lifted in 2006 and the recruitment process has already begun. There is tremendous response from all the State Governments. They are holding rallies. As far as airmen are concerned...”

**Shortage of Manpower in the Armed Forces**

2.7 As regard the reasons for the shortage of manpower in the Armed Forces, the Ministry of Defence in their background note submitted as under:

“It is an acknowledged fact that the best youth today is not joining the Armed Forces. The old values of patriotic feelings, family tradition and adventurous life which drove hordes of youth to join the Armed Forces earlier giving ways to the values of a materialistic world and other environment factors. Some of the major problems which act as a disincentive, have already been mentioned earlier.”

2.8 The Ministry of Defence furnished the reasons for the persisting deficiencies in the officer cadre as under:

- (a) Attrition in force levels from time to time.
- (b) Unpopular career because of: -
  - (i) Lucrative alternative options available in the civil sector
  - (ii) Unsettled life and frequent transfers.
  - (iii) Early retirement ages based on rank.
  - (iv) Risk factor.

2.9 According to the information made available by the Ministry of Defence, the main reasons for the shortage of Manpower are as follows:

“Low priority accorded by the youth of this country adopting Army as a career. With ever growing exposures, the younger generation now evaluates various job opportunities available in market in terms of status, pay package, cadre mobility and its cumulative effect in the later part of their life. At present there is a deficiency of 27 % in the ranks of Lt Col and below. This is primarily due to Army being a comparatively unattractive career to the youth. Therefore, it is imperative that the career in Army is made attractive not only to inspire the youth to join Army but also to retain serving officers in the organization. “

2.10 When inquired about the measures undertaken to overcome the deficiency, the Ministry of Defence stated in their written reply as under:

“Several measures have been undertaken by the three Services to attract the most talented youth towards the forces. An Image Projection Campaign by the Army has been launched in 1997 and currently Phase-IV of the Campaign is under progress. In addition seminars, lectures and presentations are organized by the Recruiting Offices at schools and colleges in order to motivate the youth to join the Army. Steps have been taken to make Short Service Commission (SSC) more attractive. All officers including those in SSC are now eligible to hold substantive rank of Captain, Major and Lieutenant Colonel after 2, 6 and 13 years of reckonable service respectively. Government has also issued orders extending the tenure of SSC officers from 10 years to 14 years. In addition, the commitment and bravery of the Armed Forces is consistently projected through the electronic and print media. The Directorate of Public Relations of Ministry of Defence regularly interacts with media persons while giving defence related information and endeavours to ensure positive publicity. Regular coverage of defence related events in the print and electronic media help in creating awareness among the masses and motivating the youth to join the armed forces. Websites are also operative on the Internet providing career related information on the three Services. In addition to the above, as part of the ‘pull’ factors of the recommendations, 750 posts of Lieutenant Colonels have been upgraded to Colonel’s rank.

2.11 When inquired whether the 750 posts of Lt. Colonel that have been upgraded to that of Colonel are inclusive of the authorised strength of 4238 posts of Colonel shown in the cadre structure is inclusive of 750 upgraded posts, the Ministry of Defence submitted in their written replies as under:

“The authorised strength of 4238 posts of Colonel shown in the cadre structure of Army is inclusive of 750 upgraded posts.”

2.12 When asked to furnish year wise details of the recruitments made in the three Services through Short Service Commission in the last five years and also the efforts made to overcome this shortage, the Ministry of Defence submitted in their written replies as under:



“Army: (a) Data on Shortage of Officers in the Army is as under :-

Year	State of Officers				Remarks
	Authorised	Held	Deficiency	Percentage	
1957	13657	11713	1944	14.23	All figures are working figures only. Figures upto 1997 include AMC and ADC.
1967	33890	28663	5227	15.42	
1977	37228	32741	4487	12.05	
1987	46796	35371	11425	24.41	
1997	49425	36440	12785	25.87	
2007	46614	35527	11087	23.78	

(b) Efforts Made to Overcome Shortage of Officers.

(i) In service entries such as Permanent Commission (Special List) and Army Cadet College were introduced post Independence.

(ii) Emergency Commission was granted to eligible candidates during the period 1962-1966 with modification in training period. Thereafter Short Service Commission was introduced in 1967 and still continues.

(iii) During period 1999-2000, reduction in training period was resorted to for commissioning more number of officers.

(iv) From time to time, new entries have been introduced to enhance intake of officers such as Technical Graduate Entry, University Entry Scheme and 10+2 Technical Entry Scheme. Efforts have also been made to enhance intake through in service entries such as Regimental Commissioned Officers and Special Commissioned Officers.

(v) AV Singh Committee recommended various measures to mitigate shortage of officers in the Army. AVSC-I has been implemented earlier. All officers including those in Short Service Commission (SSC) have been made eligible to hold substantive rank of Captain, Major and Lieutenant Colonel and equivalents after 2,6 and 13 years of reckonable service respectively. The tenure of SSC Officers has been extended to 14 years in the three Services.

(vi) Government has recently decided to implement Phase - II of AV Singh Committee recommendations by creation/upgradation of 1896 additional posts in the ranks of Colonel, Brigadier, Major General and Lt General in the three Services. This will substantially improve the career prospects of Officers of the Armed Forces thereby making the Services more attractive. Further, the recent implementation of the recommendation of the VI CPC with substantial improvement in the pay structure of officers of Armed Forces will also go a long way in making the Services more attractive.

- (vii) To increase the intake of officers for National Defence Academy (NDA)
- (viii) Augmenting the training capacity of training institutions like NDA, IMA, OTA, AFA and naval Academy.
- (ix) To increase the intake through Short Service Commission (SSC). In order to increase the intake through Short Service Commission the following measures are proposed to make the SSC entry more attractive:-
  - (a) Grant of lumpsum amount of Rs.10 lakh after 10 years of service and Rs.2 lakh for every subsequent year till the 14<sup>th</sup> year.
  - (b) To confer the status of Ex-Servicemen to ex-SSC officers who have completed 14 years of service.
  - (c) To extend CSD facilities to such released SSCOs.
  - (d) Extension of benefits of Ex-Servicemen Contributory Health Scheme (ECHS) to Ex SSCOs.
  - (e) To provide for re-employment of released SSCOs.
  - (f) Grant of Professional Enhancement Leave
- (x) The terms and conditions for Special Commissioned Officers Cadre (SCO) have been amended. This will facilitate the in service intake due to modified criteria for selection.
- (xi) Publicity Adequate publicity is undertaken to ensure maximum spread of information about Army as a career. The salient aspects are as under :-
  - (a) Image Projection Campaigns. Four such campaigns have so far been undertaken with professional help from civil agencies.
  - (b) Recruitment notifications are published in leading national dailies.
  - (c) Publicity material is printed and distributed to schools and colleges across the country.
  - (d) Publicity stalls are put up and motivational lectures are organized during fairs in educational institutes.
  - (e) Print and electronic media is adequately covered by publicity advertisements.
  - (f) Calendars and diaries are printed and distributed in the environment.
  - (g) The web site "Join the Army" is being redesigned.

**Navy:** Details in respect of shortage of officers since 1957 are, as follows:-

Year	Officers			
	Sanctioned Strength	Borne Strength	Shortage	
			No	%
1957	1442	1131	311	21.5
1967	2773	2121	652	23.5
1977	4724	3734	990	20.9
1987	6576	5525	1051	15.9
1997	7170	6581	589	8.2
2007	8913	7420	1493	16.7

## Measures Taken to Reduce shortage of Manpower

Actions Taken to Reduce Shortage of Officers. The Navy has taken certain actions like increased publicity and candidate friendly recruitment procedures to attract more number of candidates. In addition to general publicity, the Navy is also carrying out focused publicity drive in various institutions to attract potential candidates. Motivation drive is also conducted in various colleges/institutions in order to widen the scope of target population. In addition, following steps have been taken to improve induction of officers:-

Additional Services Selection Board (SSB) at Diamond Harbour. The selection rates of candidates appearing in the SSB interviews are low and ranges from 2 to 10%. To augment the interviewing capacity provided by existing SSBs, the MoD has approved setting up of one additional SSB at Diamond Harbour. The facility is expected to be operational by 2011, after which the efforts to reduce shortages will get augmented.

Image Projection Campaign. The Navy is rejuvenating the recruitment publicity efforts through an Image Projection Campaigns, as follows:-

Use of job portal on Internet.

Campaigns on Electronic Media (TV Advertisement).

Advertisements in popular Magazines.

Publicity through Hoardings/Bus Panels through DAVP.

Introduction of New Entry Schemes for Specific Induction of Officers.

To overcome shortages in the specialised fields of Naval Architecture, Aviation, Submarines etc dedicated and specific entries have been introduced.

New Naval Academy at Ezhimala. A new Naval Academy has been constructed at Ezhimala, Kerala for the training of officers. The new academy is offering additional capacity for the ab initio training of officers.

### Air Force: EST/STR OFFICERS : IAF

SL. NO.	YEAR	EST	STR	ABSOLUTE SHORTAGE	% SHORTAGES
1.	1957	2688	2451	257	9.56
2.	1967	8009	7100	909	11.35
3.	1977	9197	8949	248	2.70
4.	1987	10825	9558	1267	11.70
5.	1997	10741	10028	713	6.64
6.	2007	12135	10668	1467	12.09
7.	2008	12120	10754	1366	11.27

The following measures have been undertaken by IAF to overcome shortages in the Officers Cadre:-

- (a) Publicity awareness Campaigns are being conducted at low response areas. These include Air Shows, Band Concerts, Recruitment Publicity Stalls, Sky Diving shows, Projecting documentaries on IAF etc.
- (b) Participation in Career Fairs and Exhibitions to enhance one-on-one interaction.
- (c) Conduct of Fast track Selection on the times of campus placement being undertaken by the civil agencies.
- (d) Reintroduction of University Entry Scheme for Aeronautical Engineering Branch.
- (e) Advertisements in Print and Electronic media including Recruitment and Career related articles.
- (f) Motivational lectures in school/colleges.
- (g) Distribution of creative and eye catching publicity material/promotional material for distribution to target group.
- (h) Catchy display advertisements for recruitment of officers in various branches namely Flying, Technical and Ground Duties.
- (i) Visuals/signage points all over the country in phased manner at strategic locations.

Establishment of Publicity Cells at Command HQ and all Air Force Stations.

2.13 When inquired about the acceptance of the proposal made by the Armed Forces Headquarters by the Ministry of Defence, a representative of the Ministry of Defence during evidence stated as under:

“The first issue that you have raised is with regard to the apparent reduction in the induction, which is stated to be 170. I would just like to go through the details of the proposal, which was given by the Army Headquarters. Actually, they had given us a proposal wherein the present strength of the regular cadre was required to be reduced from 1,320 to 500, and the Short Service Commission (SSC) cadre was to be increased from 700 to 1,350. One particular segment which relates to the Special Commissioned Officers and the Permanent Commission Select List (PCSL) was not actually reflected in the discussions, which we had on 2<sup>nd</sup> September where they had proposed for increase from 150 to 250. Here is the additionality that got missed out in the discussions, which we had in the meeting on 2<sup>nd</sup> September. I would just like to reiterate what we had discussed on 2<sup>nd</sup> September. Primarily, the proposal of the services was to make the SSC attractive and increase induction in the SSC and go in for inverse reduction in the regular cadre from 1,320 to 500. This increase in the Short Service Commission induction could only happen when the Short Service Commission cadre is made attractive for which the proposal of the Army Headquarters has already been agreed to, and the in-principle approval of the *Raksha Mantri* has already been obtained on it. As stated in the last meeting, the Ministry has agreed to make the Short Service Commission attractive and a number of proposals which they had have been agreed to like, for instance, the reduction in the contract period”.



2.14 A representative of the Ministry of Defence further stated about the implication of accepting the proposals of the Armed Forces Headquarters as under:

“The Ministry is convinced of their proposal. We can meet out their shortages. The Ministry is convinced of their proposals. They were sent after several discussions with the Ministry. We tried to assess what was possible. Some of these would require fresh financial approvals. For example, they have proposed to increase the intake in the NDA. That would mean sanctioning more posts of teachers, and some more accommodation. Likewise, to increase the Short Service Commission induction and the direct entry, they have asked for another OTC. Another OTC has been approved in-principle, but it would require fairly detailed financial approvals. Similarly, they have proposed certain amounts to be paid to people for completing their education and so on. Now, those are new proposals and they would have to be cleared by the Finance Ministry. While we think that the package of measures put together would address the shortage, it is not as if they can be implemented immediately. This will take a certain period in which we will have to create the infrastructure, obtain approvals, but I think we have made an important first step in that. The problem has been recognized; some steps have been identified, and we are trying to see that these are addressed on priority. As you know, Sir, this is a problem that basically affects the Army. Though there is a shortage to some extent in other Services, it could be described as a routine shortage. But it applies to the Army. Subsequently, the Pay Commission awards have also been announced, after the deliberations on this took place. I do not know what the effect of that would be, whether it would be a case of too little too late or whether it would, in fact, as an inducement to people to join the Army. But it will make some difference.”

2.15 When inquired about the measures being taken by the Ministry of Defence to dissuade the officers from leaving the Armed Forces, a representative of the Ministry of Defence during evidence stated as under:

“I do not think that we need to have any emergency measures to stop this. The Service conditions are still very good. I would say that as a profession it is fulfilling, if you take the example of the Air Force. The civil aviation in India is in a very high growth phase, and the demand for pilots is enormous. I think we pay the Air Force pilots quite well; compared to the civil aviation sector, they are not that well paid. If somebody wants to become a pilot with Jet Airways, he will earn four to five times more than what he is being paid at present in the Air Force. That is a choice for him. We can stop it in some ways by making it difficult for him to leave because the Government makes a huge investment on his training”.

2.16 When inquired whether with advent of technology, the reliance on manpower would decrease, an expert during evidence stated as under:

“My observation is that with the kind of involvement of the army for the last so many years since 1989 in a proxy war by our neighbour, the technology does not play a decisive role. The American lost this kind of warfare in Vietnam and the Russian lost in Afghanistan because it is the man who has to perform the task and technology can be an addition. It cannot be a replacement. That is my point.”

## **CHAPTER-III**

### **RECRUITMENT PROCEDURE**

#### **Strategies for Motivation, Pre-Selection training**

##### **Feeder Institutions for the Armed Forces**

3.1 As informed by the Ministry of Defence, Rashtriya Indian Military College (RIMC), Five Military Schools and 22 Sainik Schools located in various parts of the country act as feeder institutions to the National Defence Academy (NDA). The curriculums of these institutions are specifically designed to train the boys academically, mentally and physically for entry to NDA. The National Cadet Corps (NCC) is doing a yeoman service in attracting youth towards the Armed Forces by focusing on the high values of military traditions as part of their training curriculum.

3.2 When inquired about the necessity of having some mechanism to impart pre-selection training, a representative of the Ministry of Defence stated as under:

“Frankly speaking, I do not know the quality of these institutions in relation to this. We have not felt the need of it”.

##### **Strengthening the feeder institutions**

3.3 During evidence a representative of the Ministry of Defence opined about the feeder institutions as under:

“They have a large number of opportunities in the Rashtriya Military Schools which were designed to provide as a feeder for the Armed Forces. What are the results as of now? Only 15 per cent of those children who are being trained for five to seven years and who are there in the School, are given the training as to how the things are going to take place in the SSB and whose orientation in the studies also towards the Armed Forces. I would like to say here that only 15 per cent of children are coming in the Armed Forces. There are reasons for that. The first and foremost, as has been brought out, is that it is not a very attractive profession for any bright student. Now, these Rashtriya Military Schools were created and they were picking up the best lot in the younger classes when they come to the Class X. Take for example, the School in Ajmer where most of those students after Class Tenth want to go out. Parents say that we want to put up our children there. There are reasons for that. You have a place called Kota where you have the best of the educational facilities which produces a large number of the children who get into IITs. He says why should I go and serve in the Army where the life is tough. Why I should get into a profession where I may be called upon to serve in Siachin on the day one. So the reason for that is simple and straightforward. You have to increase the perks in a great way. That is the only answer; otherwise I think we are going to continue to face this problem. It is a serious issue. I am very grateful to you that this august Committee is giving its valuable consideration”.

3.4 When inquired about the need of giving stipend to NDA cadets, a representative of the Ministry of Defence during oral evidence stated as under:

“We support it. We had, in fact, felt that the NDA trainees should also be given stipend, but the proposal was not cleared by the Finance Ministry. We had sent that proposal with our recommendations to the Pay Commission also that Rs. 8000 should be given as stipend. All the NDA trainees do not come from affluent backgrounds. There should be a level playing field in terms of pocket expenses”.

### **Measures to make career in Army more attractive**

3.5 According to the background note furnished by the Ministry of Defence, the following measures have been taken to make career in Army more attractive:

“Image Projection Campaign: An image Projection Campaign (IPC) was launched by the Army in the year 1997 through a renowned private advertising agency at a project cost of Rs.3.85 crores, to create awareness among the youth on the advantages of taking up a challenging and satisfying career in the Army. A decision was taken to continue the Campaign. Accordingly, IPC-II was conducted during August 1999 to August,2000 at a cost of Rs. 4.40 crores and IPC-III was conducted during June 2000 to May 2003 with a project cost of Rs.5.20 crores. IPC-IV is currently on through M/s. Lintas India Ltd. With a cost tag of Rs.7.34 crores. Implementation of A.V.Singh Committee Recommendations: The recommendations relating to reduction- in qualifying service required for time scale promotions and introduction of Colonel Time Scale have been implemented. With the implementation of these recommendations, career progression of Army Officers up to the rank of Colonel has been significantly accelerated as illustrated below:

<b>Rank</b>	<b>Pre-A.V.Singh Committee (Recommendations Commissioned Service)</b>	<b>Current (Reckonable Commissioned Service)</b>
Captain	04	02
Major	10	06
Lt. Colonel	20	13
Colonel	Not available	26

In addition to the above 750 posts of Lt. Colonels have been upgraded to that of Colonel.”

### **Measures to make career in Navy more attractive**

3.6 According to the background note furnished by the Ministry of Defence, the following measures have been taken to make career in Navy more attractive:

“The means of publicity adopted to attract better talent include Press Advertisements, advertisements in Journals/Magazines of educational institutions, hoardings, Information folders, leaflets, brochures, posters and blow-ups and through interaction at Exhibition and Fairs.



3.7 When inquired the Navy stated the measures taken by them to make up the shortage in their written note as under:

- i) Creation of Infrastructure
- ii) Setting up of Regional Career Counselling Offices (Navy)
  - a) Infrastructure
  - b) Manpower
  - c) Location of RCCO(N)s
- iii) Building Recruitment and Training Capacity
  - a) Services Selection Boards (SSBs)
  - b) Assessors
  - c) Training Capacity of Naval Academy
- iv) Sainik Schools
- v) NCC Training
- vi) Making SCC Entries Attractive
  - a) Lump sum grant on release from service
  - b) Professional enhancement leave
  - c) Concessions for appearing in Civil Services Examination
  - d) Lateral absorption in Para Military Forces and Central policy Organisations

Compensation leviable from the Cadets leaving the training midway

3.8 When inquired about recovery of training expenditure from the Cadets leaving the training midway, the Ministry of Defence submitted in their written replies as under:

Army (i) The cost of training viz expenditure incurred by the Govt on training, messing, accommodation and allied services, at the Indian Military Academy during the stay of gentlemen cadets, will be recovered from them before they are allowed to leave the Academy. Travelling Allowance paid to gentlemen cadets at the time of reporting for training at academy will also be recovered from them. All unused items of clothing and equipment issued to gentlemen cadets out of Government outfit allowance, will be withdrawn. The full cost of part worn items, including stitching charges of clothing, will also be recovered and credited to Government.

(ii) The Govt have introduced a scheme for grant of Ex-Gratia awards in case of disablement of Cadets (Direct) due to causes attributable to or aggravated by Military Training wef 01 Jan 86. The present effective rates on Invalidment due to causes attributable to or aggravated by Military Training with disability at 20% or more are as follows :-

(a)	Monthly Ex-Gratia	Rs. 1275/- per month.
(b)	Ex-Gratia disability	Rs. 2100/- per month for 100% disability, to be reduced proportionately for lesser percentage of disability.
(c)	Constant Attendance Allowance	Rs. 600/- per month for 100% disability on the recommendations of IMB.

Note - Dearness Relief will be admissible on (a) and (b) above taken together.

Navy (i) The recoverable training and allied charges from Cadets who leave training midway at their own requests is as follows:-

<u>S.No.</u>	<u>Particulars</u>	<u>Rate</u>
(a)	Cost of training.	1296.38 per week
(b)	Hospitalisation charges, if any	As per actuals on rates prescribed by Govt hospitals
(c)	Cost of Uniform.	6519.00
(d)	Monetary Grant.	80.00 per month
(e)	Stationery Grant.	70.00 per month
(f)	Hair cutting allowance	75.00 per month
(g)	Messing charges.	54.65 per day
(h)	Stipend paid before grant of commission, if any	As per actuals.

(ii) Same as in case of Army

Air Force (i) & (ii) The Cadets who leave the training institution midway fall under 2 categories:-

(a) Voluntary withdrawal : In case of voluntary withdrawal by cadets, the cost of training, i.e. the training period upto which the training was rendered, is recovered from the cadet.

(b) Medical unfitness or unable in cope up with training : The trainees who are unable to cope with the training or become medically, unfit to continue with the training as per laid down criteria are not required to pay any cost to the service/Government.”

### **Recruitment Procedures in the Armed Forces**

3.9 According to the Ministry of Defence recruitment to the Armed Forces is voluntary and open to all citizens of India irrespective of caste, class, religion and community, provided the laid down physical, medical and educational criteria are met.

### **Recruitment Procedures in Army**

3.10 According to the information made available to the Committee, induction to the Army as a commissioned officer is through UPSC, Non-UPSC and Service Entries. The type of UPSC Entries with eligibility criteria and mode of selection is attached as Annexure-I. Selection procedure for UPSC Entries includes written examination conducted by UPSC. Thereafter, Service Selection Boards (SSBs) interviews are conducted in Selection Centers at Allahabad, Bhopal or Bangalore for the UPSC written examination-qualified candidates. SSBs are conducted over five days of testing schedule. The selected candidates are put through a Special Medical Board (SMB). Final merit list is prepared and declared by the UPSC, taking into account the written and SSB marks.

3.11 Commissioned Officers in the Armed Forces are recruited mainly through the UPSC which conducts the following two All India Competitive Examinations:-

(a) National Defence Academy (NDA) and Naval Academy (NA). The UPSC holds entrance examination twice a year for entry into the NDA and NA. Candidates on completion of 10 + 2 examination or while in the 12<sup>th</sup> standard are eligible to compete. Having cleared UPSC written examination, eligible candidates undergo Service Selection Board (SSB) interview. On being selected, successful candidates join the NDA or NA as per their option of service exercised at the time of applying. On completion of the course, they are sent to the respective Service Academies for pre-commission training.

(b) Combined Defence Service Examination (CDSE). CDSE is conducted by the UPSC twice a year. University graduates or those in final year of graduation are eligible to appear in the examination. Successful candidates join the Indian Military Academy /Air Force Academy and Naval Academy for Regular and Officers Training Academy (OTA) for Short Service Commission.

3.12 Selection procedure for Non -UPSC Entries:- There is no written examination. However, the initial screening is based on cut off percentages. SSB interviews are conducted in Selection Centers, for the selected candidates meeting the eligibility criteria. Final merit list is prepared based on SSB marks. The type of Non-UPSC entries with eligibility criteria and mode of selection is attached as Annexure-I.

3.13 Selection procedure for Service Entries:- Applications are processed by concerned units/Formation Headquarters through respective Records offices and personnel / Line Directorates. Application for Army Cadet College entry is processed only when eligible candidates have successfully attended Personality Development Training conducted by Army and qualified Written Entrance Examination. Eligibility criteria for service candidates are given below. SSB interviews are conducted over a period of five days by a team of three assessors comprising of Interviewing Officer (IO), Psychologist (Psych) and Group Testing Officer (GTO).

The selection procedure for service entries are as follows:

- (a) Stage I Tests: The candidates are required to undergo (i) Officer Intelligence Rating (OIR) and Picture Perception and Description Tests (PPDT).
- (b) Stage II Tests: Stage I recommended candidates are assessed through (i) Interview (ii) Group Testing and (iii) Psychological Tests.

3.14 In case of civilians, the period of training before induction is counted as part of the service period, however, the same is not applicable in the case of the Armed Forces. When asked about the view of the Government in this regard, the Ministry of Defence made the following submission in their written replies:

“While training period is counted towards service in case of PBOR, Cadets who are graduates, are granted stipend of Rs. 8000/- in their last yr of training. The proposal for grant of provisional commission has not been accepted by VI CPC. “

3.15 Details of officers selected through UPSC and Non-UPSC entries from 2003-2007 are as follows: -

Year	No of Vacancies		Total Vacancies	Joined pre-Commission Training
	UPSC	Non UPSC		
2003	1450	1059	2509	1967
2004	1450	1093	2543	2221
2005	1450	1125	2575	2165
2006	1438	1682	3120	2230
2007	1450	930	2380	2090

### UPSC ENTRIES

Type of Entry	Course Duration	Age (Years)	Qualification	Mode of Selection
National Defence Academy	3 years	16 ½ -19	10+2	UPSC Examination & SSB
Direct Entry	1 ½ years	19-24	Degree	Combined Defence Service Examination by UPSC & SSB
Short Service Commission (Men & Women) (Non-Technical)	11 Months	19-25	Degree	Combined Defence Service Examination

**NON-UPSC ENTRIES**

Type of Entry	Course Duration	Age(Years)	Qualification	Mode of Selection
Technical Graduates	1 Year	20-27	Engineering Graduate	SSB
University Entry Scheme	1 Year	19-25	Final/ Pre-Final of Engineering Degree	SSB
Technical Entry Scheme (10+2)	4+1 Years	16 ½ -19 ½	10+2 with 70% in Science stream	SSB
Short Service Commission (Technical)	11 Months	20-27	Engineering Degree(Notified Discipline)	SSB
SSC Women(Tech Scheme )	11 Months	20-27	Post-Graduate Diploma in specified subject	SSB
NCC Special Entry (Men & Women)	11 Months	19-25	Graduate (50% marks) & 2 years service in NCC Senior Division with minimum 'B' Grade in 'C' Certificate	SSB
Judge Advocate General (JAG)	11 Months	21-27	Law degree with minimum 50% marks	Written examination by JAG & SSB

**SERVICE ENTRIES**

Type of Entry	Course Duration	Age (Years)	Qualification	Mode of selection
Army Cadet College	3+1 Year	20-27	10+2	Written examination by Army Hqrs. & SSB
Special Commissioned Officer	1 Year	28-35	10+2	SSB
Permanent Commission (Select List)	1 Month	Maximum 42 years	10+2	SSB

**Recruitment Procedure of PBORs in Army**

3.16 The policy and recruitment to the Army is open to all classes irrespective of class, creed, community, religion or region provided they conformed to the prescribed age limits and physical, medical and educational standards. The recruitment is on all India basis. Recruitment is made on the basis of the concept of census based Recruitable Male Population.

3.17 Recruitable Male Population (RMP): To ensure equal opportunities to all sections of population the concept of RMP was evolved by the Army. The Recruitable Male Population (RMP) is that proportion of the male population, which meets the Qualitative Recruitments (QR) laid down for recruitment. The RMP based on the ages of entry and qualification, was computed in 1966 as 11.7 % of the Total Male Population (TMP). This percentage was rounded off to 10 percent for ease of calculation. The RMP varies from State to State. The current RMP in the Army is based on the 2001 census.

3.18 On the issue, the Ministry of Defence submitted further in their Background Note as under:

“The units of Indian Army fall into one of the following categories, depending upon the class composition of the troops:-

One Class: Entire unit is of one class composition, except clerks and tradesmen.

Fixed Class: Each sub unit within the unit is of one class.

Mixed Class: Units with more than one class in laid down percentages.

All India All Class: Units represented by all classes in any proportion.”

As per the Govt. policy all new raisings after independence have their class composition based on all India All class.

3.19 About the education and age QR, the Ministry of Defence furnished the following information:

“The education and age QR are based on the job requirement. Recently, due to India being a signatory to the UN Protocol, wherein no one under the age of 18 should be involved in armed conflict, the minimum age of recruitment has been enhanced from 16 to 17 ½ years without increasing the upper age limit to maintain the existing younger profile. The present education QR is related to the Pay Group as under:-

- |     |         |   |                          |
|-----|---------|---|--------------------------|
| (a) | X Group | - | Diploma entry            |
| (b) | Y Group | - | 10 <sup>th</sup> to 10+2 |
| (c) | Z Group | - | Below matric.”           |

3.20 The Ministry of Defence submitted the followings in relation to the Recruitment Policy:

“The recruitment is carried out of various trades in the Army as per the laid down age, education qualification, physical and medical standards without any reservations for any class creed and region. Recruitment vacancies are allotted on a two years cycle based on the wastage pattern of various Arms/Services in each trade.”

3.21 About the Recruitment Procedure, the Ministry made the following submission:

“Recruitment of the Army is made through recruitment rallies. The rallies are conducted in the interiors of each State so as to provide equal opportunities to all. Brief details of the recruitment system, which is transparent, are given below:-

- a) Recruitment is only through recruitment rallies.
- b) Recruitment rallies are planned in advance and sufficient publicity given in local newspapers and other agencies to enable the prospective candidates of that area to avail of the opportunities for recruitment. The publicity highlights the area where the rally is being held.
- c) Complete recruitment process including physical tests, medical tests and written test are completed at the rally site itself.”

### **Recruitment Procedure in Navy**

3.22 According to the Ministry of Defence, the Method of Recruitment in the Indian Navy is as under:

“There are two modes of induction in the Indian Navy viz. UPSC Entry and Non UPSC Entry. The UPSC entries are National Defence Academy (NDA) & Naval Academy Examination and Combined Defence Services Examination (CDSE), and all are Permanent Commission (PC) entries. In this case the UPSC calls for applications, conducts the examination and short lists candidates for SSB. Short listed candidates are sent to the SSBs located at Bangalore, Bhopal and Coimbatore. Result of SSB qualified candidates is forwarded to UPSC for making the final merit. The non UPSC entries are both for Permanent Commission (PC) and Short Service Commission (SSC). In this case the applications are invited and short listed at Integrated Headquarters of the Ministry of Defence (Navy) [IHQ of MoD (Navy)]. The short listed candidates are sent for SSB interviews. Thereafter, a merit list, comprising of qualified candidates, is prepared as per the availability of vacancies. “

3.23 The Ministry submitted the following details in respect of both UPSC and Non-UPSC entries are as under:-

“(a) UPSC Entry. The UPSC holds (twice a year) an examination for the entry into the National Defence Academy (NDA) and Naval Academy. Candidates on completion of the 10+2 (PCM) Examination or while in the 12<sup>th</sup> standard are eligible to compete. Successful candidates join the NDA or Naval Academy as Naval cadets. On completion of the NDA/Naval Academy training, they are sent to training ships at Kochi for naval sea training. For the Graduate Special Entry, the UPSC holds Combined Defence Services Examination (CDSE), twice a year. University graduates are eligible to appear in the examination. Successful candidates join the Naval Academy for the Naval Orientation Course (NOC).

(b) Non UPSC Entry. Recruitment for the Non UPSC entries is made through Service Selection Board interviews for the following Branches/Cadres of the Navy:-

(i) Executive - SSC for ATC/Law/Logistic/NAI/Hydro Cadres and also PC for Law/NAI Cadres.

(ii) Engineering (including Naval Architects)- SSC through University Entry Scheme (UES), Special Naval Architects Entry Scheme (SNAES) & SSC (E) Schemes. PC through 10+2 (Tech) Scheme.

(iii) Electrical Engineering – SSC entry through UES and SSC(L) Schemes. PC through 10+2 (Tech) Scheme.

(iv) Education Branch – PC and SSC”

Recruitment through NCC. University graduates possessing NCC ‘C’ certificate, with minimum ‘B’ grading and 50% marks in the graduation degree examination, are inducted in the Navy as regular commissioned officers. These graduates are exempted from appearing in the CDSE conducted by the UPSC and are selected through the SSB interview only. They join the Naval Academy for NOC along with the CDSE cadets.

Intake through UPSC. As mentioned above at Para 4(a) above, the officers are inducted through the following UPSC entries:-

<b>Ser No</b>	<b>Entry</b>	<b>Annual Intake</b>
(a)	National Defence Academy (NDA)	86
(b)	Naval Academy Examination [10+2(X)]	70
(c)	Combined Defence Service Examination (CDSE)	60
Total		210

**Direct Intake**. Induction of officers through Non UPSC Entries are as follows:-

<b>Ser No</b>	<b>Entry</b>	<b>Annual Intake</b>
(a)	10+2(Tech)	90
(b)	Permanent Commission (Education)	10
(c)	Permanent Commission (Law/NAI/Musician)	As per actual requirement (Approx 10 Per Annum)
(d)	Short Service Commission Entries of ATC/Aviation/Observers/ Logistic/ Education/ Law/ Engineering/ Electrical/Executive	250 (approx)



## Recruitment Procedure for Air Force

3.24 According to the Ministry of Defence, the Method of Recruitment in the Indian Air Force is as under:

“Induction to the Air Force as a commissioned officer is through UPSC, Non-UPSC and Service Entries.. Selection procedure for UPSC Entries includes written examination conducted by UPSC. Thereafter, SSB interviews are conducted in Selection Centers for the UPSC written examination-qualified candidates. SSBs are conducted over five days of testing schedule. The selected candidates are put through a Special Medical Board (SMB). Final merit list is prepared and declared by the UPSC, taking into account the written and SSB marks. The UPSC Entries are for Flying Branch through NDA Examination for entry into National Defence Academy after 10+2 as well as through CDSE for entry into Air Force Academy after graduation.

Non UPSC Entry - The candidates are recruited directly by issue of advertisement. Air HQ scrutinizes the applications for Flying entries and Command HQ for all other entries. Pilot Aptitude Battery Test is conducted for Flying Branch Entries at the Air Force Selection Boards. Conduct of Engineering Knowledge Test and Common Entrance Test for Technical and Non Technical Ground Duty Entries. Selection tests are conducted at Air Force Selection Board for those candidates who clear the Engineering Knowledge Test/Common Entrance Test for Technical and Non Technical Branches respectively.

The Non UPSC Entries are: (i)SSC Flying Branch (Men &Women),(ii)NCC Entry for Flying Branch,(iii) Airman Entry for Flying Branch, (iv)Permanent and SSC in Technical Branches (Men and Women).Permanent and SSC Non Technical Branches (Men and Women). Service Entry Commission for mid level air warriors in the age bracket of 36 – 42 years.

Data on actual inductions through different medium from 2003 to 2007 is tabulated below: -

YEAR	FLYING					TECH					NON TECH				
	NDA	CDSE	NCC	SSC	AIR-MEN	PC	SSC MALE	SSC WOMEN	SNCO /SEC	BC	PC	SSC WOMEN	SSC MALE	SNCO /SEC	BC
2003	125	17	05	07	-	187	0	08	10	06	89	57	N/A	04	05
2004	137	33	02	19	-	186	0	28	31	0	97	73	N/A	19	01
2005	121	39	11	20	-	102	0	11	15	08	102	82	N/A	17	16
2006	124	45	10	12	02	74	22	18	07	N/A	87	41	13	08	N/A
2007	138	46	08	11	--	119	05	30	--	N/A	54	45	26	03	N/A

**Legend:** PC-Permanent Commission, SSC-Short Service Commission  
NCC-National Cadet Corps, Airmen- Commissioning of Airmen  
SNCO/SEC-Commissioning of PBOR in Service Entry Scheme,  
BC-Branch Commission of PBOR

**Short Service Commission: Army**

3.25 The candidates can opt to join the Indian Army as Short Service Commission Officers. Candidates whose names appear in the merit list under go 11 months of basic military training at Officers Training Academy to become Short Service Commission Officers. (SSCOs).

Available Entries For Short Service Commission.

3.26 The details of entries available for joining the Army as short Service commission officers is as under:-

”(a) Combined Defence Service Examination (CDSE) for Short Services Officers (Non- Technical): CDSE is conducted by the UPSC twice a year. University graduates or those in final year of graduation are eligible to appear in the examination. Candidates qualifying in written examination for Officers Training Academy have to undergo SSB interview and medical tests. Candidates whose names appear in the merit list undergo basic military training of 11 months at Officers Training Academy (OTA) to become Short Service Commissioned officers (SSCOs). SSCOs can serve for duration of 10 years extendable to 14 years. However, they can opt for permanent commission/ seek release after completion of five years of service, which is considered on case to case basis by Integrated Headquarters of Ministry of Defence (Army).

(b) Short Service Commission (Technical) Entry: The Short Service Commission (Technical) Entry Scheme provides avenue for recruitment to eligible technical graduates/post graduates into Technical Arms. After SSB and Medical Board, the selected candidates are required to undergo approximately 49 weeks pre-commission training at OTA, Chennai. On completion of training, they are inducted as Short Service Commissioned Officers. Cadets through this entry are also entitled to two years' ante-date seniority on commissioning. Terms and conditions of other short service commission officers are applicable.

(c) Short Services Commission Officers Women (Non Tech and Tech) Eligible women candidates are recruited in the Army as Short Service Commissioned Officers. Commission is granted in Corps of Electronics and Mechanical Engineers, Engineers, Signals, Army Education Corps, Military Intelligence Corps, Judge Advocate General's Branch and Army Air Defence. Women are offered Short Service Commission in three streams viz. Non Technical, Technical and Specialist for a period of ten years, extendable by additional four years purely on voluntary basis. The recommended Women candidates undergo 11 months of training to be commissioned as Short Service Commissioned officers. The applicants for Non Technical and Specialist streams are required to apply through

UPSC and after written examination would come up for SSB interview. However, widows of Service personnel are exempted from written examinations and would need to apply directly to Additional Directorate General of Recruiting, Integrated Headquarters of Ministry of Defence (Army). Additionally 20% allotted seats from Non Technical stream have been reserved for NCC 'C' certificate holders women candidates with minimum 'B' grade and 50% aggregate marks in graduation examination. The Technical candidates seeking to join as Short services Commissioned Officers apply directly to Recruiting Directorate, Integrated Headquarters of Ministry of Defence (Army) and are made to undergo SSB and medical examination.

(d) NCC (Special Entry Scheme) University graduates possessing NCC 'C' Certificate with minimum 'B' grade and 50% aggregate marks in graduation examination are eligible to apply for Short Service Commission through this entry. Such cadets are exempted from written examination conducted by the UPSC and are directly put through the SSB interview followed by a medical board. Candidates meeting the qualitative requirements have to apply through NCC Directorates at the State level. After screening, by respective Group Headquarters, Directorate General of NCC forwards the applications of eligible cadets to the Recruiting Directorate of Integrated Headquarters of Ministry of Defence (Army).

(e) JAG Entry Graduates with LLB/ LLM degree can seek to join the Army in the Judge Advocate Gen Branch as Short Service Commission Officer. The graduates with LLB/ LLM with 50% marks and who are registered with Bar Council of India/ State are eligible to apply. The candidates apply directly to ADG Recruiting and the short listed candidates are made to face the Services Selection Board. The recommended candidates under go 11 months of training at Officers Training Academy”.

### **Short Service Commission: Navy**

3.27 The initial tenure of Short Service Commission (SSC) in the Navy is 10 years, extendable up to 14 years depending upon the requirement of the service and suitability of individual officers.

3.28 Existing Terms & Conditions. The duration of commission for SSC officers in the Indian Navy is governed by Articles 122(7), 124(7) and 126(7) of Regs Navy Part-III for Executive (General Service, Air Traffic Control, Pilots, Observers, Logistics, Law, Hydro & NAI), Engineering (General Service, Naval Architecture & Submarine) and Electrical Branches (General Service, Naval Architecture & Submarine) respectively.

3.29 Details of induction of officers, through Short Service Commission entries, in the last three years are, as follows:-

Ser No.	Entries	2005	2006	2007
(a)	SSC(Executive)	37	35	51
(b)	SSC(Tech)/UES	79	85	79
(c)	SSC(Tech)Submarines	19	8	9
(d)	SSC(Education)	12	12	8
(e)	SSC(Logistic)	19	17	22
(f)	SSC(Naval Architecture)	7	1	7
(g)	SSC(Aviation)	0	0	3
(h)	SSC(ATC)	9	0	4
(j)	SSC(Law)	0	0	3

#### **Short Service Commission: Air Force**

3.30 The Short Service Commission (SSC) scheme was initially introduced in the year 1985 for Aeronautical Engineering (AE) Branch to overcome the large cadre deficiencies that existed then. Thereafter, similar SSC schemes were also introduced in other branches progressively upto the year 1993. Since these schemes were introduced at different times, each scheme had different terms and conditions. In order to bring uniformity in the major terms and conditions of service of various SSC schemes in IAF, a Rationalized SSC scheme was introduced in the year 2001 for various branches of IAF with a common term of engagement. In Jun 2007, the SSC scheme of Flying branch was revised to make men also eligible for SSC. Short Service Commission has been introduced for Flying Branch (Men) in 2007 for course commencing 07 Jan 08. For other branches, this mode of entry is in existence over the last decade.

### Details of recruitment made through SSC

3.31 When asked about the details of Induction made through Short Service Commission, the Ministry of Defence stated through a written note as under:

**Details of Recruitment in Last Five Years.** Following are the details of vacancies released and officers commissioned through Short Service Commission in the last five years:-

#### Army

Year	Short Service Commission (Non-Technical)		Short Service Commission (Technical)		Women Service Entry Scheme (Officer)	
	Vacancies Released	Commissioned	Vacancies Released	Commissioned	Vacancies Released	Commissioned
2003	485	341	100	45	100	111
2004	475	389	100	64	150	147
2005	450	371	100	83	150	140
2006	450	378	100	56	150	141
2007	450	304	100	40	150	153
Total	2310	1783	500	288	700	692

**Air Force:** The year wise vacancies including PC and SSC are as follows:-

Branch	2003	2004	2005	2006	2007	2008
Flying	220	220	220	220	220	260
Technical	250	250	250	250	250	250
GDOC	185	185	185	185	185	90
Total	655	655	655	655	655	600

**Note:** Short Service Vacancies in Flying Technical, GDOC Branches is limited to 20% 20% and 25% respectively of the Cadre vacancies.

The year wise induction in Short Service Commission is as follows:-

Branch	2003	2004	2005	2006	2007	2008 *
Flying	07	19	20	12	11	40
Technical	08	28	11	40	35	21
GDOC	57	73	82	54	71	18
Total	72	120	113	106	117	79

**Note:** \* Half yearly figures.

**Navy:**

<b><u>SSC Entry</u></b>	<b><u>Vacancies</u></b>	<b><u>2004</u></b>		<b><u>2005</u></b>		<b><u>2006</u></b>		<b><u>2007</u></b>		<b><u>2008</u></b>	
		<b>Appointed</b>	<b>Reported</b>	<b>Appointed</b>	<b>Reported</b>	<b>Appointed</b>	<b>Reported</b>	<b>Appointed</b>	<b>Reported</b>	<b>Appointed</b>	<b>Reported</b>
SSC (X)	60	43	43	45	37	37	35	61	51	60	49
SSC (Aviation)	10	-	-	-	-	-	-	03	03	07	04
SSC (Observer)	10	-	-	-	-	-	-	-	-	06	04
SSC X (ATC)	Periodic-as required	-	-	09	09	-	-	04	04	-	-
SSC X (Logistics)	20	10	10	20	19	18	17	22	22	20	20
SSC (Law)	Periodic -as required	-	-	-	-	-	-	03	03	-	-
SSC (NAI)	Periodic -as required	05	05	-	-	-	-	-	-	-	-
SSC (Edn)	10/15	23	15	15	12	14	12	08	06	06	04
SSC E (NA)	10	10	10	07	07	04	01	10	10	08	08
SSC (Tech)	100	89	79	108	79	88	85	98	80	62	45
SSC (Tech) Submarines	20	13	13	19	19	09	08	10	10	14	08
Total	-	193	175	223	182	170	158	219	189	183	142

### **Ways to Make SSC Attractive in the three services:**

3.32 The Ajai Vikram Singh Committee on restructuring of the officer cadre of Army had recommended that SSC cadre should be enhanced with a corresponding reduction in the regular cadre, in order to improve the cadre mobility and reduce the existing problem of high rate of super session. To make the recommendation workable, AVSC had also recommended that SSC would have to be made sufficiently attractive so that adequate number of candidates opt for this entry. Some of the measures recommended to make SSC entry attractive are as follows:-

- “(a) Lumpsum grant of Rs 5 Lacs after 5 years of service and Rs 10 Lacs after 10 years of service.
- (b) Grant of two years of ‘Professional Enhancement Training Leave’ in the 9<sup>th</sup> and 10<sup>th</sup> year of service.
- (c) Concessions for appearing in Civil Services Entrance Examination as given below: -
  - (i) Reduction in number of papers from eight to four.
  - (ii) Introduction of Military Science as an optional subject.
  - (iii) Age relaxation of five years for SSC years.
- (d) Lateral induction into Para military Forces/ Central Police Organisations.
- (e) The recommendations submitted by the Services to the VI Pay Commission include some of the above proposals.”

3.33 When inquired about the difference in the modules of training imparted before induction to cadet officers in the case of Graduate level entry for Short Service and Permanent Commission, the Ministry of Defence submitted in their written replies as under:

- “Army: Difference in Module of Training imparted for Permanent Commission and Short Service Commission are as follows:-
- (a) Graduates of Short Service Commission are imparted training for one year (two terms) at OTA whereas graduates of Direct Entry are imparted training for one and half year (three terms) at IMA.
  - (b) The training imparted for both Permanent Commission and Short Service Commission is with a view to develop the qualities of leadership, character and intellect as demanded of an Army Officer on commissioning, to enable him to lead the troops both in war/operations and peace time.
  - (c) Training imparted for Permanent Commission is more rigorous as compared to training imparted for Short Service Commission.

Navy: There is no difference in the training of Graduate level entry for Short Service and Permanent Commission within each branch. Officer trainees under both the schemes undergo 20 weeks Naval Orientation Course at Naval Academy followed by professional training of respective branches.

Air Force: The duration of training imparted in the case of graduate level entry for both Short Service Commission (SSC) and Permanent Commission (PC) is the same. No difference exists in duration, syllabus, etc. between SSC and PC.”

3.34 Armed Forces are making a conscious effort to inspire the youth to choose the Services as a career option with wide ranging publicity through print and electronic media aimed at familiarising and relating opportunities available with the aspirations of the youth.

3.35 When inquired about the proposal of the Armed Forces Headquarters for making the Short Service Commission more attractive, the representative of the Ministry of Defence stated during oral evidence as under:

“We do not have any final decision on that. It is something that has to be deliberated as to what extent there is room in the market for these people. The fact is that I am not so sure that the Government needs to pay so much just to keep them. The jobs that they are getting are quite good and quite well paid. However, the number of people who opt for the Short Service Commission is large, but the number of those who are selected is very small. When this issue was raised through the media, it was said that the Ministry of Defence was trying to dilute the standards, which is far from the truth. The Ministry of Defence has no thought of diluting the standards. But even so, that has to be seen in a balanced way for so many people apply whereas only a few are selected. Some of the tests are too rigorous, impracticable and procedural, require a fresh look. These are the things which we have to look at coolly without necessarily talking of dilution of standards”.

### **Appearing for Civil Service Exam**

3.36 When asked whether the Armed Forces Officers should not again be permitted to appear for the Civil Service examination, the representative of the Ministry of Defence stated during oral evidence as under:

“This is something slightly with a wider ramification and is outside the Ministry of Defence because the whole system of emergency recruitment and special induction has been stopped years ago”.



3.37 During evidence, a non-official witness opined about making SSC more attractive as under:

“After 1962 war, if you recollect we had Emergency Commission officers. Those who were not selected for regular commission, they were given exemption for certain subjects to appear in the Civil Service Examination. So, that is one fact which I would recommend. It was discontinued for some reason”.

3.38 When asked about the details of facilities made available to the officers of Short Service Commission to facilitate them in taking up another career after retirement and details of efforts being made by the Ministry to make Short Service Commission more attractive, the Ministry of Defence submitted in their written replies as under:

“Facilities to SSCOs to facilitate Post Retirement Career. At present officers of Short Service Commission are given gratuity and terminal leave for 28 days on release from service to enable them to subsist and take up another job.

DG (Resettlement) plans and coordinates the resettlement courses. Short Service Commission officers desirous to undergo course are required to apply for the course. The list of courses is as follows:-

- (a) Management courses at MDI, Gurgaon.
- (b) Management Courses at IIM, Ahmedabad.
- (c) Management Courses at IIM, Kolkata.
- (d) Management Courses at IIM, Lucknow (NOIDA).
- (e) Management Courses at IIM, Indore.
- (f) Management Courses at XLRI, Bangalore.
- (g) Management Courses at XLRI, Jamshedpur
- (h) Management Courses at NMIMS, Mumbai.
- (j) Management Course at AIM, Jodhpur.
- (k) Seafaring Naval Maritime Academy.
- (l) Retail Management Course.
- (m) Diploma in Computer Science.
- (n) Industrial Security & Fire Protection.
- (a) Labour Laws & Human Resources.
- (b) Hotel Management Course.
- (c) Application in Computer.

Efforts to make Short Service Commission attractive: In order to increase the intake through Short Service Commission, the following measures are proposed to make the SSC entry more attractive:-

- (a) Grant of lumpsum amount of Rs.10 lakh after 10 years of service and Rs.2 lakh for every subsequent year till the 14<sup>th</sup> year.
- (b) To confer the status of Ex-Servicemen to ex-SSC officers who have completed 14 years of service.
- (c) To extend CSD facilities to such released SSCOs.
- (d) Extension of benefits of Ex-Servicemen Contributory Health Scheme (ECHS) to Ex SSCOs.
- (e) To provide for re-employment of released SSCOs.
- (f) Grant of Professional Enhancement Leave”

### **Changes in the Recruitment Procedure in Army**

3.39 When inquired about the changes made in the preceding decades in the recruitment procedure in Army, the Ministry of Defence submitted in their written replies as under:

“(a) Inclusion of New Entries. Following new entries have been introduced to facilitate broader spectrum of candidates to appear for SSB interview. Following new entries have been introduced:-

- (i) Short Service Commission (Technical)
- (ii) Short Service Commission (Non-Technical)
- (iii) NCC Special Entry
- (iv) 10+2 Technical Entry Scheme
- (v) University Entry Scheme
- (vi) Women Special Entry Scheme (WSES (O)) now Short Service Commission Women (Technical, Non-Technical and NCC Special)
- (vii) Technical Graduate Scheme
- (viii) Judge Advocate General Entry
- (ix) Service Entries viz Army Cadet College, Special Commissioned Officer and Permanent Commission (Special List)

(b) Stage-I Testing. Stage-I screening test was introduced with effect from 15 Oct 1998 to screen more number of candidates and provide adequate opportunity to candidates having aptitude to do well at the SSB. Following tests are conducted in Stage-I:-

- (i) Officers Intelligence Rating (OIR-I&II)
- (ii) Picture Perception and Description Tests (PPDT)
- (c) Comprehensive Battery of Cognitive Ability (CBCA) Tests. CBCA has been formulated by DIPR, analysed, and trial conducted for introduction in place of OIR I and II to make Stage-I testing more comprehensive. This will ensure that no candidate with requisite qualities are left out at the initial screening.

(d) Five Days Testing Schedule. In view of the introduction of Stage-I testing, the testing schedule was enhanced to five days from existing four days to have detailed and comprehensive assessment of prospective candidates.”

### **Changes in the Recruitment Procedure in Navy**

3.40 When inquired about the changes made in the preceding decades in the recruitment procedure in Navy, the Ministry of Defence submitted a written note as under:

“The selection procedure adopted by the Services Selection Boards is very scientific and is aimed at assessing the officer like qualities of an individual through psychological, reasoning ability and intelligence tests. The ability of an individual to withstand physical and mental stress is assessed to determine his/her suitability for Armed Forces. The procedure adopted by the SSBs has evolved since its adoption during the Second World War. The procedure is centrally standardized by Defence Institute for Psychological Research, New Delhi for all three services. Though the basic format of the selection process has not undergone any major changes in the last three decades, the process has been divided into two stages now. In the first stage, candidates are screened in the psychological tests and only those with the required bent of mind are assessed in the second stage.”

### **Changes in the Recruitment Procedure in Air Force**

3.41 When inquired about the changes made in the preceding decades in the recruitment procedure in Air Force, the Ministry of Defence furnished the following written replies:

“The changes in the SSB test which have been done in the last three decades are as follows:-  
Introduction of Picture perception and discussion test which serves as Phase 1 of screening process.  
Computerisation of Pilot Aptitude Battery Test (PABT)”

### **Format of SSB Tests for Officers in combatant and non-combatant Services**

3.42 When inquired whether the format of SSB Tests is same for selection of officers for combatant and non-combatant/technical services, the Ministry of Defence submitted in their written replies as under:

“The procedure/format for combat and technical service in SSB is the same.”

3.43 When asked whether the selection Procedure is too stringent, representative of Ministry of Defence stated as under:

“Sir, it is being looked at very closely. A Committee was appointed by the Chief of the Staffs Committee. They have given us the report. There are many aspects to it. One is also that the procedures for selection are extremely rigorous. So there is a question whether we need to look at all these and whether we need to have more Boards and whether we need to have more psychologists. The shortage is there at various levels and because of which it cannot be speeded up. I have no doubt that if all the reasons are addressed, this shortage can certainly be made good”.

3.44 On the issue of infirmities of the Selection Process in Staff Selection Board (SSB), non-official witness Shri Mrinal Suman, Major General (Retd.) in its written note submitted to the Committee stated as under:-

“Infirmities of the Selection Process

After clearing the written examination conducted by the Union Public Service Commission, candidates are screened by the Services Selection Boards (SSB) based on three-pronged testing system – interview, tests of psychology and group testing. The three assessors use independent techniques to test individuals. During the final conference they exchange information to define the personality of the candidate. Interview is conducted by President/ Deputy President of SSB, with the objective of probing for ‘clues to behaviour’ through adroit suggestions, comments and questioning to obtain inputs regarding strengths and shortcomings of the candidate. Psychological assessment is based on projective tests. These include intelligence test, thematic appreciation test, word association test, situation reaction test and self-description. Group testing is based on the premise that group is a man’s most natural environment and his behaviour in a group will be his natural behaviour.

Some of the major areas of concern of the SSB process have been discussed in the following paragraphs.

*Proclivity for Rejection*

The whole selection process is negative in approach and is directed towards finding limitations/angularities in a candidate’s personality. Positives are ignored and negatives are highlighted. As no human is perfect, most candidates get rejected for one reason or the other. Inconsistent/incomplete evidence or inconclusive assessment also provides adequate justification for rejecting a candidate. Even during the final conference, all three assessors give out limitations that they have noticed in a candidate. The whole exercise is directed towards finding enough reasons to reject a candidate rather than carrying out an appraisal of his good traits for selection.

Some assessors suffer from 'error of contagious bias', in that they get biased by their own likes and dislikes and tend to judge candidates' traits by their own standards and by comparison without appreciating that attitudes and ethics have changed with time. This is normally referred to as 'error due to false assumptions'. What was considered unethical not so long ago may have come to be accepted in the society as a fact of life now.

It is an established fact that an assessor makes up to 10 value judgments on a candidate in the first 30 seconds of an interaction. It influences further course of the assessment unless an assessor exercises due caution. Unfortunately, many assessors tend to develop an attitude of their own infallibility. They believe that they have the expertise to judge suitability of a candidate in a few minutes. Such assessors tend to make up their mind at the outset and the subsequent assessment gets reduced to a mere formality, devoid of purpose and objectivity. This is the single most important reason for distortions in the whole process.

#### Attitude of Playing Safe

Most assessors suffer from the 'error of central tendency' syndrome, in that, they hesitate to give clear-cut assessments and keep most candidates as border-liners. Candidates not falling in the category of *Adequate* or *Inadequate* zones are considered border-liners. This is primarily due to their lack of confidence in own assessment. They fear that their assessment may be at variance with the assessment of other two assessors and that they may stand out as the 'odd-man'. Therefore, they prefer to keep a candidate as a border-liner and leave final decision making to the final conference which is attended by all the three assessors – interviewer, group testing officer and psychologist. During the conference, they watch the trend of discussion and generally go with the majority opinion.

Border-liners form a whopping 36 percent of all candidates. It implies that the whole selection process is unable to determine suitability of 36 percent candidates. It is certainly a cause for concern as it reflects weaknesses of the assessors and their inability to perceive the required qualities with accuracy. Here are some true cases in which candidates were rejected for alleged angularities of their personalities. It shows flippancy and frivolity of the whole selection process:-

- When asked about his Sunday schedule, a candidate replied that he liked to sleep till late and have a hearty breakfast of '*paranthas*'. The assessor felt that the candidate was lazy and lacked an urge to utilize spare time for outdoor activities.
- A candidate was deemed to be lacking in integrity when he accepted that he had paid money to a railway conductor to get a berth, as he could not get reservation due to short notice for the SSB interview.
- Cooking as a hobby is considered 'unofficerlike' by SSB. A candidate learnt it the harder way. Similarly, another candidate was rejected when he stated that his hobby was to taste cuisines from different regions of India.

- In reply to a question, a candidate (an Army officer's son) replied that he would request help from the neighbouring unit to pack household goods for move on transfer in the absence of his father. He was found to be overly dependent on external help and hence declared unfit for the services.
- School Captain of a famous public school was rejected when he stated that he abhorred killing helpless animals for human consumption. The assessor thought he was soft and lacked the necessary killing instinct.
- When asked to name his best friends, a candidate gave out the names of three girls. The assessor considered him to be overly obsessed with the opposite sex and unfit for the service life.
- A candidate was asked to spell out three qualities in his mother which impressed him the most. "Sir, she is an excellent cook and cooks the best 'biryani' I have ever tasted", was his innocent and honest response. But the interviewer thought otherwise and felt that the candidate lacked focus in life with misplaced priorities.
- A college going candidate was considered to be undesirable when he admitted that he smoked without his parents' knowledge. Yet another candidate was rejected when he admitted that he skipped classes to see movies during college hours.

#### *Inadequate Importance to Potentiality and Trainability*

Potentiality refers to the qualities which may not be fully developed at the time of selection but the candidate shows adequate potential for their subsequent development with facilitating environment and training. On the other hand, trainability is ability to assimilate training and acquire/develop required quality traits. Although the basic attitudes do not change appreciably, there are a number of developable qualities like power of expression, emotional development, width of interest, drive and insight.

The present day candidates come from varied background and may not have had the opportunity to be exposed to many facilities whereas most candidates came from public schools earlier. Therefore, potentiality and trainability have become important factors to be considered while assessing candidates. As gauging of potentiality and trainability is much more difficult than to determine current standards, there is a need to carry out an appraisal of the selection process and impart required training to the selection staff."

### **Induction of Women in the Armed Forces**

3.45 According to the Annual Report 2007-08 of the Ministry of Defence, the role of women has been increasing steadily in the field of national defence. Women are employed in Defence Production Units, Defence Research & Development Laboratories and as Doctors and Nursing Officers in the Armed Forces. With the induction of women in various non-combatant branches of the Armed Forces like logistics and law, a larger role is envisaged for them.

3.46 Further, women officers have been serving in the Armed Forces for about 80 years, first inducted in the Military Nursing Service in 1927 and then in the Medical Officers Cadre in 1943. In the Armed Forces Medical Services there are both permanent and Short Service Commission Officers.

3.47 In the Regiment of Artillery, Corps of Signals, Corps of Engineers, Corps of Electrical and Mechanical Engineers, Army Service Corps (Food Scientists and Catering Officers), Army Ordnance Corps, Intelligence Corps, Army Education Corps, judge advocate General's Department, and the Army Postal Service, women officers join as Short Service Commission officers.

3.48 As per a recent decision of the Government, women Short Service Commission officers in the Army are granted time-scale substantive promotions to the rank of Captain, Major and Lt. Colonel rank after 2, 6 and 13 years of reckonable service respectively. This is as per with the promotions available to the Permanent Commission Officers. In additions, with training period of women officers in the Army in short Services Commission has been increased from 24 weeks to 49 weeks, to be at per with male Short Service Commission officers.

3.49 About the Induction of the women in the Armed Forces, the Ministry made the following submission:

“Performance of all officers (including women) is being assessed continuously. However, no separate study has been conducted to specifically assess the performance of women officers. HQ Integrated Defence Staff has in 2006 conducted a study to analyse issues related with management of women officers in the Armed Force. The following issues were recommended:-

(a) Induction of Women Officers into combat arms, where chances of physical contact with enemy are high are not recommended (Armoured Corps, Mechanized Infantry, Artillery & Infantry).

(b) Earlier women officers were imparted 24 weeks of training prior to commissioning. This is being increased to 48 weeks with effect April 2008. A gestation period of 10 to 14 years will be required to carry out any further realistic assessment as regards grant of permanent commission. This is due to the following:-

(i) Essential to obtain feed back on their performance based on revised pre commissioning training.

(ii) Derailment on courses such as Junior Command Course which is at 7 to 10 years of service.

(iii) Assessment of their performance as sub unit Commanders especially in field areas can only be assessed at about 10 years service bracket”



## **CHAPTER IV**

### **INDUCTION TRAINING AND DEVELOPMENT**

#### **Training**

4.1 The basic objective of all military training is to develop martial qualities, leadership and skills in the service personnel so as to equip them for handling operational situations in the field.

#### **Training of Officers in the Army:**

4.2 The primary focus at each level of training is linked to various levels of military activity, viz, pre-induction, tactical, operational or strategic, or in management terms, functional, directional or conceptual. The training in the Armed Forces has a systems approach and is broadly managed at three basic levels as follows:-

- a) Pre-Induction: This is conducted at the level of National Defence Academy (NDA) Khadakvasala, Officers Training Academy (OTA) Chennai and the Indian Military Academy (IMA) Dehradun.
- b) Tactical: These are oriented to weapons and equipment, where professional skills and tuning physical and mental faculties relate to the specifics of job requirements.
- c) Technical: To enhance technical expertise of the officers of technical Arms/Services or those employed on technical appointments.
- d) Operational: At the operational level the courses are structured to meet service specific needs, where knowledge and understanding of operations and concepts is required.
- e) Strategic Level Training: Strategic level training is targeted at the senior levels graduates from the operational to the Strategic/Directional level.

#### **Training of PBOR (Personnel Below Officer Rank):**

a) Recruitment Training: the other ranks after the enrolment report to respective Regimental Centers for recruitment training which includes Basic Military Training of 19 weeks followed by trade and specific to Corps/Arms training which varies from 9 months to 2 years duration. Thereafter, the recruits are attested and become trained soldiers.

b) Unit/Formation Level Training: On joining the unit, the soldier is put through the new entrant, individual and collective outdoor training to improve his skills to perform assigned duties in operational areas. In addition each individual is put through annual formation level training in the form of exercises. Besides, there are periodic refresher/promotion cadres (as applicable) to meet his aspirations of career progression. The individual based on skills acquired and demonstrated performance is also detailed for various courses of instruction conducted in various schools of instructions for specialist training. In nut shell, the training is an ongoing process in the Army.

#### **Induction Training in the Air Force:**

4.3 The flying training system is currently undergoing a transition, both in terms of re-equipment through fresh inductions and gearing up for enhanced intake requirements in keeping with present and predicted shortages. The Hawk aircraft will be inducted into the IAF shortly with flying training commencing in July 2008. 18 OFIs and 62 ab-initio IAF trainees have already completed their training in UK while 10 trainees are undergoing flying training in UK. Simulators for Hawk aircraft will also be inducted while CPT/PPP project which had been put on hold by the Ministry of Defence midway has now been cleared.

As regards infusion of hi-tech training in IAF, considerable breakthrough has been achieved. A sizeable number of officers and men have attended seminar and courses abroad as indicated below: -

<b>Sl. No.</b>	<b>Name of the Country</b>	<b>Number of officers</b>
a)	Bangladesh	06
b)	Brazil	01
c)	France	07
d)	Indonesia	01
e)	Poland	01
f)	Thailand	01
g)	UK	31
h)	USA	19
	<b>Total</b>	<b>67</b>

4.4 The ab-initio training in IAF for officers as well as airmen is highly structured. The ab-initio training for the airmen has recently been restructured by introducing 'Just-in-Time' (JITT) concept. In addition to ab-initio training, officers and airmen of the IAF are imparted in-service training to update their knowledge level. The various courses, which are, equipment specific, branch/trade specific or generic in nature, are conducted for IAF personnel at various stages of their career. Some of the advanced level courses conducted for officers are covered at subsequent paragraphs: -

(a) PG Engineering Courses: The officers of Aeronautical Engineering branch of the IAF are deputed to various IITs, Indian Institute of Science, Bangalore, DIA T, Pune etc. for two year long PG courses in various disciplines. Every year upto 28 AE branch officers are deputed for such courses. The various areas of specialisation include Aerospace/Aeronautical Engineering, Rubber Technology, Maintenance Engineering, Armament Technology, Communication Engineering, Computer Science, RF & Microwave Engineering, 'Special Weapons Technology, Microelectronics, Integrated Circuits etc.

(b) Technical Staff Officers Course: In addition to above mentioned Post Graduate Engineering courses, the AE branch officers are also deputed for 1 year long Technical Staff Officers' Course (TSOC) at DIAT, Pune.

(c) Major Infrastructure: The following major infrastructure is foreseen by 2014: -

An additional training base in reasonable proximity of Bidar to accommodate enhanced training requirement.

Instrumented firing ranges to support flying training as applicable.

Networked and integrated simulators to optimise utilisation.

#### **Induction Training in the Indian Navy:**

4.5 The Indian Navy has a two-tier training pattern to met its objective to train the man for his next job, just enough, just in time'. This comprises of Ab-initio training and Advance training and specialization courses provided only to those capable of shouldering greater responsibilities and with a potential for Ab-Initio Training – Officers: Ab-initio training is completed when the officer, having undergone the minimum required courses is certified by a competent board of being capable of independently discharging the duties envisaged. The ab-initio courses vary for different branches in job specification, course curriculum and consequently the duration.

Specialisation Courses (Officers): These are the fields of Navigation, Communication, Gunnery, ASW, NBCD and Hydrography and are conducted in the various training schools. Technical Officers are deputed to technical institutes of repute like IITs, IISc, IAT etc. in various disciplines of engineering.

Ab-initio Training (Sailors): On recruitment the sailors undergo basic naval orientation training at INA Chilka, Orissa after which the sailors are allocated various branches and sent to fleet ships for sea experience. On completion of sea experience they proceed to respective schools like Engineers to INS Shivaji, Electrical to INS Valsura, and Logistics to INS Hamla for professional training, on completion of which they are appointed to ships/establishments.

Advance Courses (Sailors): The sailors who are assessed to be suitable for advancement in rank and capable to shoulder greater responsibility are further put through advanced and specialized training in their specific branches.

Mid Level and Higher Training: Selected officers and sailors with ability to shoulder greater responsibilities and potential for further advancements in service undergo mid level and higher courses.

Foreign Training: The Indian Navy also conducts training for both officers and sailors of a number of friendly foreign Navies.

Training Assets: The Indian Navy as has over 40 training units engaged in conducting over one thousand courses training about ten thousand personnel annually.

### **Gainful utilisation of training**

4.6 When inquired as to how do the Ministry of Defence ensure that the training given to officers at different points of their career is gainfully utilized and whether the competence attained through specialized training programme attended by an officer is taken into consideration at the time of his subsequent posting, the Ministry of Defence submitted in their written replies as under:

Army: Training in the Army is an ongoing process which continues throughout an officer's service. Performance of officers on courses of instruction run by the Army, as also expertise acquired in any field by officers through studies on own time, are maintained in the data-base for their future employability.

(b) Assignments in the Army are based on qualitative Requirements (QRs) which include parameters as service bracket and qualification on courses wherein competence attained through courses attended by officers during their services is factored in. By posting officers in accordance with QRs; expertise gained through specialized training programmes are gainfully utilized in the best interest of the organisation.

(B) Navy: The need for nurturing leadership and upgrading the professional expertise of officers has been the very hallmark of training in the Navy. An officer, right from his/ her commission to retirement is carefully nurtured and developed through various appointments, assignments and training courses with durations upto 24 months commensurate to the requirements of their envisaged employment. The general pattern of nurturing leaders through training is as appended below:-

Sl. No	Rank	Years of Service	Course
(a)	SLt	On Commissioning	SLt Technical Courses
(b)	Lt	4 – 6	Long/ Specialisation Course
(c)	Lt – Lt Cdr	6 – 8	PG/ M Tech in IITs for Technical and Education officers
(d)	Lt Cdr/ Cdr	12 – 14	Staff Course
(e)	Captain	20- 22	Higher Command Course/ Higher Defence Management Course/ Army and Air Force Higher Command Courses/ Naval War College – USA/Higher Command Course in Indonesia
(f)	Commodore	28 - 30	National Defence College/ RCDS – UK/ Australia

Besides the above-mentioned courses, the officers are also put through various short-term courses ranging from one week to six months in leading institutions in India and abroad. Some of the officers undergo the above courses in various naval and military institutions of friendly foreign countries. In addition, a large number of workshops, seminars, symposiums, etc are regularly conducted on professional issues where there is large-scale interaction with the experts from civilian institutions. This exchange of information and ideas enable the Navy to nurture and groom the officers for higher responsibilities.

Study Leave / Deputation. There is a provision for granting study leave upto two years for officers who wish to pursue their academic interests, subject to Service requirements. Officers could opt for courses/ research work which benefit them, as well as the Service. These can be pursued both within India and abroad. In addition, officers are also being sent on deputation for research/ project work/ courses for academic excellence to leading institutions such as the Institute of Defence Studies and Analysis (IDSA), United Services Institute (USI), IITs, IIMs, etc.

Post Courses Appointment/ Posting. As a policy, on completion of a professional course, the expertise gained by the officer is gainfully utilised by the Service by appointing him/her in specific assignments, in training institutions, etc such that the officer consolidates the knowledge gained and positively contributes towards enhancing organizational effectiveness.

(C) Air Force :Training courses are facilitated to mould the officers for ensuing assignments in the service. The competency gained through such courses is gainfully utilized by the service. For example, many pilots in the IAF are detailed to undergo the Qualified Flying Instructors course between 8-11 years of service. On completion of the Course, the officers are employed for a tenure as flying instructors in various flying training establishments. Similarly, it is ensured that the competencies gained by officers through courses are optimally utilized in their ensuing assignments.”

### **Relevance of IMA and OTA as separate Institutions**

4.7 When inquired about the relevance of having IMA and OTA as two separate Institutions, the Ministry of Defence submitted in their written replies as under:

“IMA and OTA impart Pre Commission Training. However merits cum requirement of having IMA and OTA are as under: -

(a) The capacity and infrastructure available at IMA precludes concurrent conduct of training of regular and short service cadre, which necessitated establishment of OTA.

(b) The course content and duration of training of both the courses is at variance, impacting directly on the course schedule. The course content for short service cadres is compact and condensed; effort to conduct training of both the cadres concurrently at the same institution would adversely affect the training standards besides administrative inadequacies.”

4.8 When inquired about the relevance of setting up another OTC (Officer Training Centre) like IMA and OTA as proposed by the Armed Forces Headquarters, a representative of the Ministry of Defence during oral evidence stated as under:

“As far as new OTC is concerned, this is a proposal that has come to us from the Army Headquarters which in principle has been accepted. They have said that their existing facilities would not permit additional intake. As far as drawing away officers who might well be used elsewhere is concerned, I suppose there should be a surfeit of Generals to head these institutions. In any case I am sure overall long-term benefits might be there. As far as the earlier proposal of merging

the Chennai with IMA is concerned, as you know in the Army much depends on the views of the person in charge at a particular time. Once that view is expressed nobody goes against it when somebody else comes up with a contrary view. We will try to see that rationale decisions are taken on this. The present proposal for a new OTC has come to us through a filtration process and the Army has indicated a particular location where it wants to have it. I do not remember off hand. Perhaps they have got an establishment at Ranchi or somewhere which they feel could be used. That I am told has a good climate but it is at an early stage. The point that has been raised by you, I will certainly bounce it back at the Chief of Army Staff and get his reaction on this”.

4.9 When inquired about the relevance of keeping IMA and OTA as separate Training Institution, a representative of the Ministry of Defence stated during oral evidence as under:

“I must confess I have not cross-examined them on this issue. Since you have raised it, I will ask them these questions. They had said that in fact the existing facilities would not be able to cater. We will try to get more details from them”.

### **Stipend for the cadets during the training**

4.10 When asked about the proposals being contemplated to give Stipend to the cadets during the training, the Ministry of Defence made the following submission in their written replies:

“Stipend to Cadets: Cadets will receive a fixed stipend Of Rs. 21000 (Rs.15600 as pay in pay band plus Grade Pay of Rs. 5400), for the period of training after NDA as per the existing duration. The stipend will be converted to pay for all purposes on successful completion of training and allowances admissible will be paid. However period of training shall not be treated as commissioned service.

PBOR trainees undergoing pre-commissioning training shall continue to receive pay and allowances as applicable to the rank held at the time of commencement of training and during the training period. On successful completion of training, the difference between the amount of stipend of Rs. 21000/- P.M plus D.A minus pay & allowances received during the period of training shall be payable in lump sum.

Pay of Recruits during training: All recruits shall receive a stipend of Rs. 5700 p.m during their training. On successful completion of training, they shall be paid with retrospective effect an amount equal to the minimum of the pay scale including Grade Pay, Group ‘X’ pay (if applicable), Dearness Allowance and allowances of the trade to which they stand allotted less the stipend already paid. The rates of stipend will be increased by 50% every time the DA payable on revised pay band goes up by 50%.”

### **Stipend for trainees at NDA**

4.11 About need of giving stipend to the Cadets undergoing training at NDA, a no-official witness stated as under:

“Sir, stipend should not only continue but it should also go to the National Defence Academy. They are not getting it. It is only the Indian Military Academy that is getting it. I would go a step beyond. Not only that the stipend should be given, the training period should count towards the service which is happening even with the Army. For jawan it is counted, but for officer it is not counted”.

4.12 However, when specifically asked about the Proposal relating to incentives, the representative of the Ministry of Defence stated as under:

“In-principle, we have accepted it. We can get into details. In-principle, we have absolutely accepted it. The details do need to be decided upon.”

### **Indian National Defence University (INDU)**

4.13 When inquired about the constraints being faced by the Army in the absence of Indian National Defence University (INDU), the Ministry submitted in their written replies as under:

“The major constraint being faced by the Category ‘A’ Training Establishments of the Army and Tri Services Training Institutions (National Defence Academy, Defence Services Staff College and College of Defence Management) is the deficiency of civilian professional staff. In order to overcome this constraint, a proposal for outsourcing to meet the requirement is being considered taking into account all relevant factors.

The Committee on National Defence University (CONDU) among other things had opined that the proposed Indian National Defence University (INDU) while functioning as a Think Tank on security related issues would serve as the vehicle through which a beginning will be made towards propelling Indian security policy formulation into a synergistic exercise between academic research and the requirements of the Government. The proposed INDU will instil the spirit and practice of joint military planning and operations.

The following difficulties are being faced in the absence of a Defence University :-

- (i) Non-availability of education Centres for Excellence.
- (ii) Inability to synergise academic research and National Security.
- (iii) Spirit of jointmanship is not being created between the Services and other agencies of the Govt.
- (iv) Difficulty in functioning as a ‘Think Tank’ to promote debate / discussions on National Security issues.
- (v) Difficulties are experienced in exposing the civil leadership to the techniques and benefit of simulation and war gaming to politico-strategic level.



4.14 When inquired about the constraints being faced by the Navy in the absence of Indian National Defence University (INDU), the Ministry submitted in their written replies as under:

“A number of courses are offered by the Navy like courses recognized by CUSAT e.g. Air Engineering Officers specialization, Air Technical Engineers course, Chief Artificer Apprentice, Communication Specialization, Long Logistics Management, Basic Engineering Course etc. The difficulty being faced by Indian Navy in the absence of the Defence University is that precious man-hours and money is being spent for accreditation of courses for defence personnel in the recognized universities / institutions.”

4.15 When inquired about the constraints being faced by the Navy in the absence of Indian National Defence University (INDU), the Ministry submitted in their written replies as under:

“In the absence of Defence University, difficulties arise towards recognition of ab-initio and in-service course. Though courses curriculum and necessary facilities are available in the Air Force, the civil sector does not equate or provide a suitable degree/diploma to various courses. This can be attributed to the lack of knowledge and understanding both by the private agencies as well as government organizations in civil. However, there are some courses, which are recognized equivalent to Diploma/Degree. Some of these courses are like: Advanced Air Armament Staff Course, Diploma in Information Technology, Quality Assurance Service (Officers) Course etc.”

### **Courses Offered in the Armed Forces for Defence Personnel.**

4.16 The courses being conducted in the Army are primarily at Cat A Training Establishments for Officers and Cat B Training Establishments for PBOR. Such courses are mostly of short duration (i.e. less than six months), and a few long courses (i.e. more than six months). Short Courses generally pertain to keeping pace with the progressive development of an officer or PBOR, whereas, long courses pertain to attaining a defined level of expertise in technology. Long courses also pertain to training on a particular equipment being inducted into the Armed Forces. Such long courses are as follows: -

- (i) Officers**
  - (aa) Graduate Level Engineering or Equipment Orientation Courses for Officers primarily at Cat A Training Establishments.
  - (ab) Post Graduate Level Engineering, Equipment Orientation or Armament Technology Courses for Officers. These are undertaken as Army Courses in Cat A Training Establishments or even subscribed to in reputed IIT / IISc / BARC / ISRO etc in the country.
  - (ac) PhD Courses at various IIT on latest technology to be exploited for Defence usage are also undertaken, by only the selected few.

(ad) Defence Services Staff Course (DSSC) at 'Defence Services Staff College' at Wellington, Technical Staff Officers Course (TSOC) at 'Defence Institute of Armament and Technology' Pune, Higher Command (HC) course at 'Army War College', Mhow and Higher Defence Management Course (HDMC) at 'College of Defence Management', Secunderabad are also conducted for few selected officers.

(ii) **PBOR**

(a) PBOR courses are conducted in Cat B Training Establishments. Some courses are also conducted in the officer oriented Cat Training Establishments, because of better availability of laboratory facilities. Such courses for PBOR usually pertain to attaining expertise in maintenance of sophisticated equipment or on training in conversion / operation of sophisticated newly inducted equipment.

(b) Courses conducted at graduate engineering or post graduate engineering levels for officers and Diploma level for PBOR at the Cat A Training Establishments are normally affiliated with a University for purposes of accreditation and grant of a degree / diploma, e.g. Degree Engineering level courses at Technical Training Cat A Establishments are awarded a B Tech degree in the corresponding streams of 'Electronics and Communication', Civil, Mechanical or Electrical Engineering by the Jawaharlal Nehru University. Also students attending courses such as DSSC, TSOC, HC and HDMC are also conferred upon with post graduate degree by various civil universities after fulfilling certain additional requirements like submission of thesis / dissertation / paper etc.

(c) Since, B Tech / M Tech courses can only be awarded degree if they meet the four / two years duration stipulation, courses of lesser duration cannot be awarded recognized qualifications as approved by the University Grants Commission. Such courses need to be recognized by our own Defence University.

## CHAPTER V WORKING CONDITION

### Management of Career and Promotion Policy

#### Promotion Policy for officers in Army

5.1 Officers of the Indian Army are commissioned in the rank of Lieutenant. Thereafter, promotions upto the rank of Lieutenant Colonel are carried out by time-scale. Promotions for the rank of Colonel and above are carried out by selection and are vacancy and competency based. Further, promotions are carried out only if officers meet certain criteria viz. consistency in performance, qualifications, discipline, medical fitness, minimum reckonable service, prescribed age limit.

#### (i) Promotion by Time Scale to The Ranks of Col (Time Scale) & Below

Lieutenant Colonels and Below - Substantive promotion upto and including the rank of Lieutenant Colonel is made by time scale on completion of the following periods of reckonable commissioned service, for the ranks indicated, provided the officer is fit in all respects:-

Captain	2 years.
Major	6 years.
Lieutenant Colonel	13 years (provided the officer has passed the prescribed promotion examinations).

Colonel (Time Scale) Promotion to the rank of substantive Colonel, of officers not promoted by selection, is made subject to their being considered fit in all respects, on completion of 26 years of reckonable commissioned service. Officers so promoted count against the authorised establishment of officers in the rank of Lieutenant Colonel.

#### (ii) Promotion by Selection to the Ranks of Col (Selection) and Above -

Promotion to the ranks of Colonel and above is made to fill vacancies in the cadre, provided the officer is fit in all respects. The present system of selection has evolved over the years and is designed to achieve the following twin objectives viz., serve the best interests of the service by selecting only those officers who are considered competent to shoulder responsibilities of higher ranks and ensure objectivity and impartiality in selection so as to give fair consideration to every officer eligible for promotion.

(iii)Promotion to Substantive Select Ranks - Officers are subsequently promoted to substantive ranks, provided the officer is fit in all respects and has, to his credit, the following minimum period of reckonable commissioned service for the ranks indicated:-

Colonel	20 years
Brigadier	23 years
Major General	25 years
Lieutenant General	28 years
General	No restriction.

### **Personnel Below Officer Rank (PBOR)**

5.2 Prior to 1965, Sepoys in General Duty (GD) categories were engaged for 7 years of colour service and 8 years of reserve liability. Skilled categories were engaged for 10 years with colours and 10 years reserve. The colour service has been progressively increased and it now stands at 17 years for GD Categories. The immediate reason for increasing the terms of engagement was to expand the Army at a rapid pace post 1962. Induction of PBOR is also done through various entries viz Matric entry, 10+2 entry(Clerks and General Duties) , Graduate entry (Havildar), Graduate entry (Junior Commissioned Officer).

#### **AGE/TENURE/SERVICE LIMIT FOR RETIREMENT AND RESERVE LIABILITY OF PBOR**

(a)	(i) Sep. Gp-I	17 years of service with colours extendable by 2 years by screening and 2 years in reserve or till attainment of 42 years of age, whichever is earlier.
	(ii) Sep Gp-II	20 years of service with colours extendable by 2 years by screening and 3 years in reserve or till attainment of 48 years of age, whichever is earlier.
(b)	NK	On completion of 22 years service with colours extendable by 2 years by screening or 49 years of age, whichever is earlier. The reserve liability is 51 years of age or 2 years after retirement, whichever is earlier.
(c)	Hav	On completion of 24 years of service with colours extendable by 2 years by screening or 49 years of age, whichever is earlier. The reserve liability is 51 years of age or 2 years after retirement, whichever is earlier.
(d)	Nb Sub	26 Years of pensionable service extendable by 2 years by screening and or 52 years of age, whichever is earlier. The reserve liability is 54 years of age or 5 years after retirement, whichever is earlier.
(e)	Sub	28 years of pensionable service extendable by two years by screening or 52 years of age, whichever is earlier. The reserve liability is 54 years of age or 5 years after retirement, whichever is earlier.
(f)	Sub Maj	32 years of pensionable service extendable by two years by screening or four-year tenure or 54 years of age, whichever is earlier. The reserve liability is 54 years of age or 5 years after retirement, whichever is earlier.

### Promotion Policy for officers in Navy

5.3 Promotion of officers in the Navy can be broadly classified under two heads viz. Time Scale and Selective. Time Scale promotion as the term implies is based entirely on completion of stipulated time in the lower rank while Selective promotions are made to the ranks of Capts and above, based on comparative merit against available/anticipated vacancies in the higher rank.

Time-Scale promotion - The revised promotion profile for time scale promotions post recommendations of AV Singh Committee report is as under:-

Category	Time for promotion to Higher Rank				
	SLt	Lt	Lt Cdr	Cdr	Capt (TS)
General List Officers	On commissioning	2 years as SLt	4 years as Lt	11 years as substantive Lt	26 years commissioned service

Selection Based Promotions - The system of selective promotions followed in the Navy is based on comparative merit against a fixed number of vacancies. Depending on the number of vacancies available and the size of the batch being considered, the candidates are select listed for promotion merit-wise. Fair, equitable and uniform promotion prospects are provided to all officers of the same branch, irrespective of varying batch size, over successive years. The system is judicious, transparent, time tested and has evolved over many years of experience.

(ii) Promotion Policy for Sailors : Promotions of sailors can be classified into three categories viz. time based, roster based and selective. Roster based and selective promotions are against the available/ anticipated vacancies. Promotional avenues also exist for sailors to be promoted to officer rank through the Commission Worthy Scheme and the Special Duty List Scheme. The details of the promotions are given in the succeeding paragraphs.

Time Scale Promotion - This is applicable for promotion from:-

- Seaman IInd Class / equivalent to Seaman Ist Class / equivalent.
- Seaman Ist class / equivalent to Leading Seaman / equivalent.
- Artificer 5<sup>th</sup> class to Acting Artificer 4<sup>th</sup> class, Acting Artificer 4<sup>th</sup> class to Artificer 4<sup>th</sup> class and Artificer 4<sup>th</sup> class to Artificer 3<sup>rd</sup> class.

Roster Based Promotion - Promotions to the ranks of Petty Officer and Chief Petty Officer (including Chief Artificer) are 'roster-based'. For the purpose of promotion, a 'Course-cum-Promotion' (CCP) Roster is maintained. A sailor's position in the roster is determined by his seniority in the rank and on a number of performance parameters, which are regularly fed to infuse dynamism into the roster. Sailors are promoted to PO / CPO rank based on availability of vacancies in each branch / trade and relative position in the promotion roster.

Selective Promotion - Based on the number of vacancies anticipated in each branch / trade, CPOs / MCPOs II are recommended / empanelled for promotion to higher supervisory ranks by the 'MCPO Selection Board'.

The Navy has also forwarded a case for 'Review of Career Profile of Sailors' wherein time-scale promotions up to the rank of MCPO II have been proposed for sailors of the 'Y' and 'Z' pay groups. The case has been forwarded by MoD to 6<sup>th</sup> CPC for consideration.

Promotion from Sailor to Commissioned Officer - Deserving sailors get an opportunity to get commissioned as officers under two schemes as follows:

(a) CW Scheme - This Scheme is open to non-artificer sailors up to the age of 22 ½ years and for artificer sailors up to the age of 24 years. Eligible sailors undergo a selection process including interview by Service Selection Board. Successful candidates undergo training as cadets at the Naval Academy and are subsequently commissioned as officers at par with the entrants through other schemes.

(b) SD List Scheme - Eligible sailors between the ages of 28 and 37 years, duly recommended by their Commanding Officers undergo a selection process including interview by Service Selection Board. Successful candidates undergo a Special Duties List Qualifying Course and are commissioned as Special Duty List Officers.

### Promotion Policy for Officers in Air Force

5.4 Promotions upto the rank of Wing Commander is time bound subject to the officers meeting certain minimum criteria in their appraisal reports and medical categories. From the rank of Group Captain onwards, the promotion is on select basis by means of boards specially ordered and conducted separately for promotion to each rank. Appraisal reports form the major criteria for the select promotions. Officers who are unable to get promoted to the select rank of Group Captain are promoted to the timescale rank of Group Captain on completion of 26 years of service.

### Promotion Policy for Airmen in Air Force

5.5 Airmen Promotion Policy caters for adequate career enhancement of PBOR. In response to about 7000 vacancies in a year there is a good response from youth of this country. The details of career progression of a PBOR are given below:

(a) The promotion to airmen is granted on passing of promotion examinations, completion of requisite years of service and maintaining medical fitness. The various time frames for promotion are given below:-

<b>RANK</b>	<b>TOTAL YEARS OF SERVICE</b>
Aircraftsman/Leading Aircraftsman(AC/LAC)	After training, under training airmen are passed out in the rank of Aircraftsmen. Those airmen scoring >70% marks in Training Institutes passed out as Leading Aircraftsman.
Leading Aircraftsman	Direct, if scoring >70% marks in Training Institutes or total 3 years of service as AC (Time Scale Rank).
Corporal	3 years as LAC or total 5 years service, whichever is earlier (Time Scale Rank)
Sergeant	13 ½ years minimum service (Time Scale Rank)
Junior Warrant Officer	Minimum 17 years of service onwards (By Selection)
Warrant Officer	Minimum 23 years of service onwards (By Selection)
Master Warrant Officer	Minimum 28 years of service onwards (By Selection)

(b) On completion of 25 years of service Warrant Officer/Master Warrant Officers are considered for Honorary Commission.

(c) Airmen are also promoted to the officer rank on meeting the requisite qualification and passing of mandatory tests including testing by Air Force Service Selection Board.

### **Career Planning**

5.6 Consequent to recruitment, individuals report. to Training Centres depending upon their Arm/Service. The individuals ("recruits") are now imparted Basic Military Training and thereafter specialized trade training. On successful completion of the same the individuals become "soldiers" and are attested and posted to units.

5.7 The soldier thereafter specializes in his trade and carries out trade upgradation and promotion tests for his career progression. This is in addition to his annual individual, refresher and collective training. Generally, a soldier's individuals career progression is as under:

SrNQ	Rank	Average	Length of Service
		Age(Yrs)	(Yrs)
(a)	Sepoy	26	17+2
(b)	Lance Naik	28	17+2
(c)	Naik	34	22+2 or 49 yr of age
(d)	Havildar	38	24+2 or 52 yr of age
(e)	Naib Subedar	45	26+2 or 52 yr of age
(f)	Subedar	48	28+ 2 or 54 yr of age
(g)	Sub Major	52	32+2 or 54 or 4 yrs tenure

### **Recommendations of the A.V. Singh Committee**

5.8 A Committee was set up in the year 2001 under the Chairmanship of Shri A.V.Singh, the then Special Secretary, to examine the Army Headquarters proposals with the aim of achieving optimal combat effectiveness by bringing down the age profile of Battalion/Brigade Commanders and to make the organization more effective in fulfilling individual career aspirations of the Officers. Whilst this report is primarily focused on the restructuring of the officers' cadre of the Army, it is applicable in nearly equal measure to the other two services also.



5.9 The Report has dwelt at length on the adverse impact of the higher age profile at the cutting edge i.e. the unit command level. It has been highlighted that high age profile impinges on performance because (i) the risk-taking propensity diminishes; (ii) physical fitness standards required for high altitude and glaciated terrain are difficult to maintain and (iii) alertness at night gets adversely affected. In its recommendations the Committee has however suggested lowering of age profiles at all levels of the officers cadre of the Army to maintain the existing inter-se rank structure.

5.10 As per the information furnished by the Ministry of Defence, the recommendations of the A.V.Singh Committee are as under:

**“Age Profile** - The following age profile has been recommended to be adopted for restructuring the officers’ cadre of the Army.

Rank	Existing Ages in Years (Approx.)	Proposed Ages in Years (Approx.)
Lieutenant	22	22
Captain	26	24
Major	32	28
Lt. Colonel	38-39	34-35
Colonel	41-42	36-37
Brigadier	50-51	44-45
Major General	54-55	51-52
Lt. General	56-57	55-56”

5.11 Other measures recommended by the A.V.Singh Committee are as under:

**“Short Term Measures:**

(a) Additional Deputational Vacancies and Lateral Absorption - Provision of additional deputational vacancies/lateral absorption in Government/semi-Government undertakings and non-Govt. organisations for Army officers. Similarly, officers should be allowed to join private sector commercial organisations also on deputation basis.

(b) Detailing of officers on Multidisciplinary Courses/Studies - Officers can be detailed on long multidisciplinary courses/studies run by various Universities, Colleges and other Institutions, which besides being beneficial to the organization would also benefit the officers in preparing for an alternate career.

(c) Industrial Attachment - Industrial attachment be allowed on a trial basis up to two years with any of the private/industrial undertakings after which permanent absorption will be allowed. During the attachment the officers will be borne on the strength of the Army and paid by the Army.

(d) Self Improvement Programme - Up to two years' study period may be allowed to any officer with more than 20 years of service for undertaking any recognized study programme.

(e) Early Exit through Voluntary Service Severance Scheme – Voluntary Service Severance Scheme with a suitable financial package be introduced. The scheme would involve Colonels and above (with priority to superseded officers) to avail of this option. The broad parameters of the scheme are given below:-

- (i) Service Severance financial compensation will be based on residual service with a sliding scale, subject to a maximum of 60 months' pay to include basic pay, rank pay and DA.
- (ii) It will be applicable to officers after 20 years service.
- (iii) The package would be in addition to normal pension and other retirement benefits.

(f) Civil Services Examinations – It has been recommended that Permanent Commissioned officers be permitted to appear in Civil Services Examinations after completion of 13 years of service with suitable age relaxation.

(g) Upgradation in Ranks - This recommendation envisages upgradation of large number of posts from Colonel to Lt.General in select ranks. It has been proposed to upgrade 5 posts of Lt.Generals, 10 posts of Major Generals, 75 posts of Brigadiers and 400 posts of Colonels in the first year.

#### **Long Term Measures:**

(a) Measures to make Short Service Commission(SSC) more attractive The following measures have been recommended to make SSC more attractive

- (i) Lump sum grants, when the officers leave, of Rs.5 Lakhs after 5 years service and Rs.10 Lakhs after 10 years service.
- (ii) Grant of two years "Professional Enhancement Training Leave".
- (iii) Concessions for appearing in Civil Services Entrance Examinations viz.:-
  - a. Reduction in number of papers from eight to four.
  - b. Introduction of Military Science as an optional subject.
  - c. Age relaxation of 5 years for SSC officers to compete.
- (iv) Lateral induction into Para Military Forces/Central Police Organisations to be considered.

(b) Time based promotion to Lieutenant Colonel's Rank - The rank of Lt. Col. is recommended to be on time-based at 13 years service to be granted on appropriate criteria. Select ranks will be from the rank of Colonel upwards instead of Lt. Colonel.

(c) Reduction in Service for Substantive Rank of Captain and Major - The length of service for award of substantive rank of Captain and Major is recommended to be of two and six years respectively.

(d) Introduction of Colonel (Time Scale ) Rank - It has been recommended that time-scale promotion to the rank of Colonel be granted after 26 years of age.

(e) Pay Benefit – Senior Select Ranks - It has been recommended that benefit of non-functional selection grade pay be given to Brigadiers and Major Generals who are approved fit for the next rank but cannot be empanelled for promotion due to lack of vacancies in the next rank.

(f) Army Commander's Pay Equivalence - Lt. Generals who have been found fit for promotion as Army Commander but cannot get the promotion due to lack of mandatory residual tenure, may be considered for grant of Army Commander's pay scale, without any additional perks or facilities subject to a maximum of six officers at a time

(g) Running Pay Band for Lieutenant General - The senior Lt. Generals, who have reached the top of the existing pay scale of Rs.22,400-24,500, be considered for the intermediate scale of Rs.24,050-26000 by extending the pay band to Rs.22,400-24,500-26000. The higher pay band should be given to those who fulfill the performance criterion, which may be proposed by Army Hqrs. and approved by the Ministry of Defence.

Orders regarding time based promotion to Lt. Colonel rank and equivalent, reduction in service for Substantive Rank of Captain and Major and introduction of Colonel Time Scale and equivalent have been issued by all the three Services. 750 posts of Lt. Col. to Col have so far been upgraded. Upgradation of balance posts in select ranks is being considered in a Draft Cabinet Note. The proposals in respect of early exit through Voluntary Service Severance Scheme, reduction of regular cadre and corresponding increase of support cadre, measures to make Short Service Commission more attractive and 'professional enhancement training leave' are being considered. Issues relating to pay benefit for Senior Select Ranks, Army Commanders pay equivalence, Running Pay Band for Lt General have been referred to VI Central Pay Commission.

The proposals in respect of the recommendations relating to additional deputation vacancies and lateral absorption, industrial attachment of officers, detailing of officers on multidisciplinary courses /studies, self improvement programme, grant of permission to commissioned officers of the Army to appear in the Central Civil Services Examination/other competitive Exams. have been taken up with various Ministries/Departments."

5.12 When inquired about the status of implementation of the recommendations of the A. V. Singh Committee Report: A representative of the Ministry of Defence stated during oral evidence as under:

"As far as the A.V. Singh Committee report is concerned, it is in two parts. The first part has been implemented which deals with ranks of colonel. Those posts have been created at the level of full Colonel to prevent stagnation. Earlier, there were a lot of people who were not reaching that level. Now, virtually there is a guarantee that everyone will get up to the level of Colonel.

The second phase seeks to deal with stagnation beyond the level of Brigadier, Major General and Lt. General in all the three Services. This proposal has been finalised now and it has gone to the Ministry of Finance in the form of a Cabinet Note. We expect the this Cabinet Note would be returned to us by the Ministry of Finance with their observations. We expected in this week. Due to pressure of work, they were not able to do it. It will come back to us. Then, we would put it up for Cabinet for a decision.

I would say that a final decision on AVSC II is imminent. Most of the proposal by AVSC had been accepted in terms of creation of posts. They had made some proposal regarding increase and emergency commissioned and change in those ratios. This will take longer to address but I would say that main body of the recommendations have been accepted and would be implemented very shortly.....Almost all the recommendations have been accepted. The A V Singh Committee had given recommendations only in respect of the Army. Taking those figures we have extrapolated certain figures for the other two services depending on their strength, proportion of higher ranks etc. That has been done with the concurrence of the Service Chiefs. Basically that was the crux of the recommendation. That has now been sent to the Cabinet for approval. We expect that it will come up soon".

## **AV Singh Committee Report Part II**

5.13 When asked about the implementation of AV Singh Committee recommendations in Part II of the Report, the Ministry of Defence furnished in a written note as under:

“The second stage was designed to take care of the first. In other words, the first stage ensured promotion up to the rank of colonel and virtually every officer was guaranteed that he would over a time period reach that rank. So, the number of colonels is now much and to put it in another way, the proposed level of stagnation has to be raised. So, other posts have been created to ease the bulge as it is put. These officers are very good officers but because of the steep pyramid, they do not have a promotional avenue. Very often the difference between an officer who is promoted and who is not promoted may be very hard to detect in the Armed Forces. So, that is why, this is being eased through the upgradation of certain posts. So, basically, this will be at the highest level of Lt. Generals. If I recollect, it is 20 Lt. Generals for the Army, six Air Marshals for the Air Force and four Vice Admirals for the Navy. Below that, there are large number of Major Generals and equivalent ranks and then Brigadiers. At these levels posts would be created through upgradation. There is no significant financial liability on the Government. The posts would be upgraded so there would be a slight difference in salary. The over all financial implication as we have worked out is about Rs.8 crore per year which we feel can be absorbed. But it has been a long standing demand and I think it would give some relief to the Services”.

### **Time scale and promotions**

5.14 When inquired about the provision for promotion based on time scale in AV Singh Committee recommendation, a representative of Ministry of Defence stated during oral evidence as under:

“In the Army, there is a selection process that is quite deep and Lt. Colonel would normally get his rank in 13 years and by 20 years he should become a Colonel. But if he does not make it, he would make it on a time-scale in 26 years. That is the way it is done. But I think the present system of selection is very important in maintaining the quality in the Armed Forces. There is also a time scale for a Colonel level”.

5.15 When inquired about the possibility of giving time scale for Brigadier or Major General, the representative of Ministry of Defence further stated as under:

“That selection process would apply at the particular rank. It only means that a larger number would be selected. It does not mean that the unfit would be selected. It would just give greater relief. That is all”.

### Sixth Central Pay Commission

5.16 When asked about the proposal for the PBORs, the representative of the Ministry of Defence stated as under:

“It is an issue which has been taken note of even by the Pay Commission. In the PBORs, there are two categories “X” and “Y” that are now recognised. If I remember, the “Y” category or the skilled people who handle the equipment and weapons, have actually been given a substantially higher scale. The Pay Commission has recognised that. Of course, it is true that they get very intensive in-service training also in Branches like Corps of Engineers, EME and Signals. There is no problem of these people leaving. But it is true that when they do leave after a period of service of either 15 or 17 years, there is a demand for them in the private sector which is actually to everyone’s benefit. It benefits the individual and it certainly benefits the country. So, there is no specific problem in the Armed Forces. The very nature of the equipment is such that skill development is essential and compulsory. It does take place. I think it is recognised through their emoluments”.

5.17 According to the information made available to the Committee the recommendation made by the 6<sup>th</sup> Central Pay Commission in respect of the Indian Armed Forces Officers as against Officers on civil side is as under:

ARMY RK	SIXTH PAY COMMISSION SCALE	GDE PAY	CIV RK	SIXTH PAY COMMISSION SCALE	GRADE PAY
LT	15600-39100	5400	JTS (IAS), AEE	9300-34800	5400
CAPT	15600-39100	6100			
MAJ	15600-39100	6600	STS (NON IAS), EE	15600-39100	6600
LT COL	15600-39100	7600	JAG (NON IAS), EE (NFSG)	15600-39100	7600
COL	37400-67000	8700	NFSG (NON IAS), SE	37400-67000	8700
BRIG	37400-67000	8900	DIG, ACE	37400-67000	8900
MAJ GEN	37400-67000	10000	IG (SAG), CE	37400-67000	10000
LT GEN	37400-67000	12000	ADG (HAG)	37400-67000	12000

5.18 When asked about a recommendation on Army Commanders pay equivalence, Lt. Generals who have been found fit for promotion as Army Commanders but cannot get their promotion due to lack of mandatory tenure may be considered for Army Commanders pay scale without any additional perks or facilities, whether they are getting the pay scale and the perks and facilities, the representative of the Ministry of Defence stated as under:

“This is called the non-functional grade. The idea was that they should be pegged at that pay so that they would get the pensionary benefit. It is roughly so but they would get the salary but in terms of the perks, there is virtually no difference. The perks are for Lt. Generals. Whether he is the principal staff officer or an Army Commander, the difference is insignificant”.

### Promotional avenues of PBOR

5.19 When asked about the promotion avenues for the PBORs, the representative of the Ministry of Defence in a written note stated as under:

<u>S No</u>	<u>CODE</u>	<u>COURSE</u>
1	VAIR	AIRLINE SECURITY COURSE
2	VAMC	ASSISTANT MANAGER CSD CANTEEN
3	VAMS	ASSEMBLING AND MAINTENANCE OF SOLAR EMERGENCY LAMPS
4	VAPM	AGRO PRODUCT MANAGEMENT IN MUSHROOM & HONEY BEE KEEPING
5	VBCO	BAKERY AND CONFECTIONERY
6	VBPM	BUSINESS PROJECT MANAGEMENT IN SCHOOL
7	VCAR	CARPENTRY
8	VCCS	CERTIFICATE COURSE IN SUPPLY CHAIN MANAGEMENT
9	VCDR	CAR DRIVING
10	VDBM	DIPLOMA IN BUSINESS MANAGEMENT (DBM)
11	VDFM	DIPLOMA IN FINANCIAL MANAGEMENT
12	VDMA	DIPLOMA IN MARKETING AND SALES MANAGEMENT
13	VDMG	DIPLOMA IN MALL MANAGEMENT
14	VDPS	DIPLOMA IN PUBLIC HEALTH AND SANITARY TECHNOLOGY
15	VEDT	ENTREPRENEUSHIP DEVELP IN TRAVEL & TROURISM 7
16	VEIN	ELECTRONIC INSTALLATION
17	VFIN	FINANCIAL MANAGEMENT
18	VFPR	FOOD PRODUCTION PRINCIPLES
19	VGDA	GRAPHIC DESIGN AND ANIMATION
20	VHKE	HOUSEKEEPING
21	VHKS	HOUSE KEEPING SUPERVISOR
22	VHOU	HOUSEKEEPING LOSS PREVENTION, KITCHEN STEWARDING AND STOREKEE
23	VIRM	INSURANCE & RISK MANAGEMENT
24	VJCB	JCB OPERATOR AND MAINTENANCE COURSE
25	VLMV	LIGHT MOTOR VEHICLE
26	VMAM	MARKETING AND SALES MANAGEMENT
27	VMCS	MODULAR COURSE FOR SEAFARING
28	VMDM	MOTOR DRIVING AND MAINTENANCE OF VEHICLES
29	VMTV	MGT OF TOURISM RELATED VENTURES
30	VMUL	MULTI SKILLED RESETTLEMENT COURSE
31	VNGO	NGO MANAGEMENT
32	VOJT	ON JOB TRG, HOUSE KEEPING & SECURITY
33	VORF	ORGANIC FARMING
34	VPCW	PROFESSIONAL CARPENTRY, WELDING AND PAINTING
35	VPDI	PERSONALITY DEVELOPMENT & IMAGE ENHANCEMENT
36	VRM	RETAIL MANAGEMENT
37	VSPT	SECRETORIAL PRACTICE, TYPING, SHORTHANDS & OFFICE MGT
38	VSTR	STEWARDS TRAINING
39	VSWM	STORES AND WAREHOUSE MANAGEMENT
40	VTCT	TAILORING & CUTTING

“As far as their promotions are concerned, in addition to normal selection, we have time scale promotion. It is at the service of 10 years and Havaldar at the service of 20 years. Now, a question was asked about their progression into the officers cadre. For the men to become officers basically we have three entries as of now”.

5.20 When asked about the various courses offered to retiring PBOR to help them in taking up gainful employment during post-retirement period, the Ministry of Defence submitted in the written replies as under:

“Army

Details of courses offered to retiring PBOR to help them in taking up gainful employment during post-retirement period is attached at Annexure. All the eligible volunteer PBOR meeting the laid down Qualitative Requirements are given the opportunity to do these courses with 60% of them being nominated for course of their choice, and 25% and 15% getting course of II & III choice respectively.

Air Force

Keeping in view the manning constraint in field units, 1920 PBOR are detailed for PRC every year. On an average 4472 PBOR retire (on RE completion and superannuation only) annually. The data for last three years is given below.-

	<b>2005</b>	<b>2006</b>	<b>2007</b>
Retirements	4225	4943	4250
No of PBOR detailed for course	1920	1920	1920
Percentage	45.44	38.84	45.17

3. The average percentage of PBOR detailed for various PRC annually works out to 43.15%

**Armed Forces Officers as special secretary**

5.21 When inquired whether it is not advisable to have Armed Forces Officers in the Ministry of Defence as special Secretary, the representatives of Ministry of Defence stated during oral evidence as under:

“In fact, I am not aware that Government is, in particular, thinking on this line. These proposals had come in the past also that some of the civilian posts in the Ministry of Defence should be manned by the Military Officers. In some manner, this was also alluded to in the Arun Singh Committee Report which came some years ago. But we find that the existing system, as it stands, has not posed any particular problem. In fact, I am not aware that Government is, in particular, thinking on this line. These proposals had come in the past also that some of the civilian posts in the Ministry of Defence should be manned by the Military Officers. In some manner, this was also alluded to in the Arun Singh Committee Report which came some years ago. But we find that the existing system, as it stands, has not posed any particular problem”.

### **Permanent Promotion Board**

5.22 When asked whether Armed Forces should not have permanent promotion board, a representative of the Ministry of Defence stated during oral evidence as under:

“Sir, that is not exactly correct. There is no permanent Board like the UPSC, which is permanently constituted. But there are selection Boards for promotion from one rank to the other. There are different Selection Boards for different ranks. At the highest level is, I think, the one that is called the Selection Board Number 1, which deals with the promotion of Generals which is presided over by the Service Chiefs, below that at other levels. These are permanent bodies. In other words, their constitution is fixed. They meet depending on the anticipated vacancies. Basically the pressure to fill vacancies is so heavy that there is no question of these Boards not meeting. For example, we know that there are some retirements of, for example, Army Commanders in September, so the Promotion Board have met in May and the process of filling those posts have started through sending proposals to the Appointments Committee of the Cabinet. Likewise, I know that vacancies at the level of Brigadier have been anticipated and those Boards also have been held to clear a much larger number of people. So, in the Armed Forces it is critical that these posts not be allowed to stay vacant and in fact, to my knowledge, they do not stay vacant for this reason. The Boards meet whenever required and in fact, very frequently”.

### **Regular meeting of promotion board**

5.23 When asked whether promotion board has its meeting at regular interval, a representative of the Ministry of Defence during oral evidence stated as under:

“Sir, they do meet regularly, I would say. Now, occasionally those who are not promoted say that the dates are played with to rule them out. This is an allegation that is frequently heard, whether it is true or not, I would not want to hazard a guess. But since this hon. Committee has raised this issue, we will certainly look into it”.

5.24 When asked about the role of the Ministry of Defence in affairs related to the promotion of Armed Forces officer, a representative of the Ministry of Defence during oral evidence stated as under:

“The Boards are always held prior to a particular year in which people fall into consideration for a promotion. So, when they consider a group of people, in that year like for Air Force, we consider the Financial year, so all the people due for consideration in that period will be considered by a Board prior to that year commencing and the results will be available for each individual to get promoted or not promoted as per merit”.



## **Statutory Complaints**

5.25 When asked about the number of Lieutenant Generals who have been promoted after making statutory complaints and representations etc. and the role of the Ministry of Defence, a representative of the Ministry of Defence during oral evidence stated as under:

“Actually, I cannot give a precise answer. But I would say, very few”.

5.26 The representative of the Ministry of Defence further elaborated as under:

“I would only like to add one thing, having seen how promotions work on the other side of Government, that is the non-military side, I would say the military system is almost exemplary. It is very rigorous and fair. A lot of opportunities are afforded. It is, I would say, as transparent as is possible. I am not saying that there may not be defects occasionally, but as systems within Governments go, I think, it is a very good system”.

## **Welfare Measures and Grievance Redressal System**

### **Army**

5.27 Army personnel are entitled to redress of grievances relating to denial of military rights through Non Statutory Complaints. Such complaints are submitted and processed alongwith laid down channels. If the complainant is not satisfied with the outcome of Non Statutory Complaint he may submit a Statutory Complaint on the same subject to the Central Government.

### **Welfare Measures.**

The following welfare measures are being taken:

- (a) Army Group Insurance Fund (AGIF).
  - (i) All officers are insured for Rs 15 lac at a monthly subscription Rs 1500/-.
  - (ii) All PBOR are insured for Rs 7.5 lac at a monthly subscription Rs 750/-.
- (b) Ex Serviceman Contributory Health Scheme (ECHS)
  - (i) It is a public funded scheme underwritten by Govt of India.
  - (ii) There are 227 Polyclinics all over the country.
- (c) Army Welfare Housing Organization (AWHO). Promotes housing schemes at various stations at ‘no profit – no loss’.
- (d) Education.
  - (i) Army welfare education society has 123 army/army public schools all over the country.
  - (ii) Professional colleges in engineering, management, hotel management, medical, dental and law have been established for wards of Armed Forces personnel.

- (e) Educational scholarships and grants are being granted to wards of certain categories like battle casualties, death in harness, ex-servicemen and widows
- (f) Pre-release training is being provided to enable a second career on retirement.
- (g) Army Placement Cell assists in placement of retirees.
- (h) Vocational training courses are also being conducted.
- (j) Paraplegic Rehabilitation Centres are being run for medical care of affected persons.

## **Employment Opportunities**

5.28 The following opportunities are in existence for employment: -

- (a) Government Schemes for Compassionate Appointment only for Personnel Below Officers Rank (PBOR).
- (b) Enrolment of sons/dependents of Personnel Below Officers Rank.
- (c) Army Placement Agency.
- (d) Teaching option in Army Welfare Education Society run Army Schools.
- (e) Directorate General Resettlement sponsored schemes for Ex-Servicemen:-
  - (i) DGR sponsored Coal Tipper Scheme.
  - (ii) Kinetic Engineering/Hero Honda/Apollo Tyres/Pepsi/ Other franchising agencies.
  - (iii) Allotment of Oil Product Agencies under 8% Defence Category.
  - (iv) Entrepreneurship as KIDZEE education Centres.
  - (v) House keeping with ITC Group.
  - (vi) AWWA Vocational Centres and Projects.

## **Navy**

5.29 Navy has a very effective grievance Redressal System which is elaborated in Navy Order 24/2007. In addition, the instructions regarding redressal of grievances of officers and sailors are contained in Regulation 235 to 241 of Regulations of the Navy Part II(Statutory).

### Redressal and Complaints Advisory Board (RACAB).

A Redressal and Complaint Advisory Board (RACAB) has been instituted at NHQ under the chairmanship of a Flag Officer of the rank of Vice Admiral as nominated by the CNS to introduce greater objectivity, quicker dispensation of justice and offer a greater measure of trust to personnel seeking justice.

### Housing Facilities to Serving Personnel/Ex-Servicemen.

The Army Welfare Housing Organisation (AWHO) provides housing facilities to both serving defence personnel and ex-servicemen of the Army. The State Governments could be requested to provide suitable land to these housing societies at reasonable rates when required.

Most State Governments provide reservations in allotment of plots/flats to serving defence personnel and ESM. However, there is a wide disparity in the reservation provided by the States. The State Governments could be requested to increase such provisions for allotment of house sites/flats to defence personnel/ex-servicemen.

### **Education facilities for wards of Armed Forces Personnel**

5.30 When inquired about the specific policy/guidelines on domicile requirements both for wards of Armed Forces personnel and civilians for the purposes of admission to under graduate level courses in academic and professional institutions have been framed and put in place by the Ministry of Human Resource Development for being followed by the Central/Autonomous and State-run educational institutions, the Ministry of Human Resource Development stated as under:-

“The Central Government in the Ministry of Human Resource Development has not laid down any specific policy/guidelines on domicile requirements for wards of armed forces personnel and civilians for the purposes of admission to undergraduate level courses in academic and professional institutions. Under Article 5 of the Constitution there is only one domicile i.e. of the Union of India. The policy of the Central Government is laid down in the National Policy on Education (modified in 1992) as follows:

In higher education in general and technical education in particular, steps will be taken to facilitate inter-regional mobility by providing equal access to every Indian of requisite merit, regardless of his origins. The universal character of universities and other institution of higher education is to be underscored (para3.8).

The Common Admission Test for management courses and All India Engineering Entrance Examination for engineering courses have been instituted. For medical courses under the auspices of the Ministry of Health, there is the All India Medical Entrance Examination. More recently, a Common Law Admission Test has been introduced for admission to programmes in eight National Law Universities created by State Legislations.

Educational institutions are established partly to address regional imbalances in education and therefore even though the Constitution provides for only one domicile (Article 5) for the territory of India, special provisions can be made to accord residential preferences in respect of those residing in a state/region where the institution is located. Such special provisions can be made by laws (e.g. in National Institutes of Technology (NIT) 50 per cent of the seats are given on the basis of merit to the students who are resident in the State where particular NIT is located. For this purpose a student is supposed to be resident of the State from where he or she has passed the qualifying examination. Similarly each State Legislature can provide for residential preferences) or by statutes or byelaws (as in the case of the North Eastern Regional Institute of Technology, NERIST).

5.31 When asked about the reservation facilities being extended to the wards of defence services personnel for admission to under-graduate level courses in various academic/professional institutions being run under public and private sector in the country, the Ministry of Human Resource Development stated during oral evidence as under:-

“All the central universities and educational institutions are national institutions and follows a national admission policy. They do not have domicile requirements. The institutions enjoy academic and administrative autonomy. Each university determines its own admission policy. Some of them like JNU conduct admission tests for some or all courses and the concerned academic bodies of the universities lay down the cut off percentage of marks prescribed for eligibility. However, the universities do follow the statutory orders of reservation of SCs/STs/OBCs both in admissions and appointments to vacant posts. The reservation in admission is in accordance with the Central Educational Institutions (Reservation in Admission) Act, 2006. Many of the Central Universities give concession or weightage marks for admissions to the wards of servicemen laying down their lives or disabled in action or those who are honoured gallantry awards. The Delhi University is giving a concession of 5 per cent in the minimum marks in the aggregate or in the subject, as the case may, to candidates belonging to the five top priority categories mentioned by the Ministry of Defence in their letter No. 3547/AS(R)/94 dated 3<sup>rd</sup> June, 1994. The Jawaharlal Nehru University is giving 5 deprivation points to candidates belonging to the top 4 categories mentioned by the Ministry of Defence. Similar concessions/relaxations are being given at present in several Universities.

The unaided deemed universities do not come within the purview of the State Government. However, some of the deemed universities like Symbiosis International University are giving 5 per cent of intake as reservation for serving/retired defence personnel and their children. Minority Educational Institutions are outside the purview of reservations in view of the protection under Article 30(1) of the Constitution. At present there is no law governing reservations in unaided deemed universities coming under the purview of the Central Government.

The following provision for reservation of seats/preferential allotment of courses has been made for defence personnel/wards of defence/paramilitary personnel killed or permanently disabled in action during war or peace-time operations in Centrally funded Technical Education Institutions:-

(a) NIT, IIT and other Centrally funded Technical Education Institutions:

The Central Government has introduced a Scheme of preferential allotment of courses of two candidates who are the children of Defence/paramilitary personnel killed or permanently disabled in action during war or peace time operations in each NIT, IIT and other Centrally funded technical institutions where admission is through the All India Engineering Entrance Examination (AIEEE).

- (b) Indian Institutes of Technology (IITs) undergraduate courses through Joint Entrance Examination (JEE):-

Two seats are available for preferential allotment of courses in each institute for children of defence/paramilitary personnel killed or permanently disabled in action during war or peace time operations.

- (c) Indian School of Mines University (ISMU), Dhanbad.

The reservation of seats for the wards/windows of all categories of Defence personnel is being practiced in admissions of various programmes of ISMU as per details given below:

- (i) One seat each is reserved in MSc, MSc. Tech and M.Tech programs.
- (ii) Two seats are reserved for admission in MBA programme.
- (d) School of Planning & Architecture (SPA), New Delhi and National Institute of Foundry & Forge Technology (NIFFT), Ranchi.

5 % quota is given in admission to under graduate courses. Only one category, namely, children and widows of armed personnel or paramilitary killed or disabled in action during hostility has been covered.

Education is in the Concurrent List under the VIIIth Schedule of the Constitution. Each State can have its own policy/law. The Central mandate is essentially in regard to coordination and determination of standards in higher education. In matters of admission, States follow their respective policy. For example when students from outside the state apply for admission in engineering examinations conducted by State Governments like Kerala, Karnataka, Maharashtra, the 'residential' requirement is enforced by them. Each State has its own criteria for determining the 'residential' status which may include parameters like parents having studied in the State or the parents or the wards having been born in the State or the passing of the qualifying examination from the State etc."

5.32 In the light of the fact that frequent transfers and postings of armed forces personnel cause difficulties for their wards in getting admission to the under graduate level courses in the academic and professional institutions at the station of their choice for want of domicile requirements in different States, when asked to what measures if any, have been taken or contemplated by the Ministry to address this peculiar problem being faced by the wards of defence services personnel, Ministry of Human Resource Development submitted as under:-

“The problem of frequent transfers and postings throughout the country is common to most of the armed forces personnel and central government employees. The Central Universities and other central educational institutions which are national institutions admit students based on merit on national basis. The Central Government through the Universities Grants Commission is contemplating introduction of credit transfer system to be introduced by all Universities so that student mobility during or after the courses of study is facilitated. This would address the problems faced by wards of transferable services personnel. In regard to facility for admissions, State universities will have to be requested to waive residential requirements. This matter can be taken up at the Conference of Chancellors of State Universities (Governors) held by the President, in order to evolve a common agreement.”

5.33 Since the subject matter relating to ‘Education including technical education, medical education and universities’ finds a place as Entry 25 in the Concurrent List in Seventh Schedule of the Constitution of India, when asked whether it is not incumbent on the part of the Government of India to take appropriate measures to facilitate admission of the wards of defence service personnel to the undergraduate level courses in the State run educational institutions at the station of their choice without insisting on the domicile requirements imposed by different State Government, the Department of Personnel and Training submitted (DoPT) as under:

“Admissions to higher educational institutions coming within the jurisdiction of the State legislation cannot be regulated by the Central Government unless Parliament enacts laws to over ride state legislations governing State institutions. This is perhaps not desirable. The powers of the Central Government are confined to matters of ‘coordination and determination of standards in institutions of higher education or research and scientific and technical institutions.” Therefore, the relaxation of resident requirements or prescription of quotas in admission in such institutions fall within the purview of the respective state governments. Central institutions come under the purview of different Ministries: Ministry of Health in the case of medical colleges, the Ministry of Agriculture in the case of agricultural universities/colleges, Ministry of Commerce in the case of institutions of foreign trade, Ministry of Textiles in the case of fashion technology, Ministry of Tourism and Culture in the case o hotel management and tourism etc., apart from the Ministry of Human Resource Development which looks after higher and technical education.”

**Reservation of Wards/Dependents of Serving Personnel/ESM/Widows in Admission to Professional Colleges/Institutions.**

5.34 Some State Governments/ Union Territory Administrations and Union Ministry of HRD have reserved seats for admission to professional colleges/institutions under their jurisdiction for the wards of serving personnel and ex-servicemen. Presently, the courses for which these seats exist are for MBBS, BDS, MBA, B Ed and BE. The number of seats reserved or the quota (in percentage term) is small and not in keeping with the number of service personnel and ex-servicemen or their dependents in various States.

5.35 The State Governments/Union Territory Administration and the Union Ministry of HRD need to consider an increase in the number of seats meant for dependents of serving personnel and ex-servicemen. Further, in the States where no reservation exists, courses/institutions have to be brought into scheme enabling such reservations. All States need to provide reservation in admission by including more institutions in courses like Travel Management, Hotel Management, Information Technologies and Service Industries.

**Removal of Domiciliary Restrictions by States/Union Territory Administrations.**

5.36 In some of the States/Union Territories, admissions to Professional Colleges/Institutions falling within the jurisdiction of the respective State Governments is restricted to only those students who are either domiciled in that State and/or have passed both the 10<sup>th</sup> as well as the 12<sup>th</sup> standard examination from a school located in that State/Union Territory. The wards of defence personnel are unable to fulfill these requirements for admission by the very nature of the jobs of their parents which involve frequent transfers/postings and movement of their families. Thus these wards are deprived of the chances of being considered in admissions to Professional Colleges/Institutions in States where the restrictions exist. The State Governments/Union Territories may consider removal of these restrictions so that the wards of defence personnel get a fair chance and are allowed admissions to these institutions.

5.37 Apart from the above, a large number of the defence personnel, owing to their peculiar service conditions decide to settle after their retirement permanently at places which do not happen to be their native places depending upon the job opportunities available. The State Governments/Union Territory administrations need to consider that domicile restriction be removed for ex-servicemen and they may be considered as domiciles based on their registration with the respective Rajya Sainik Boards/Zila Sainik Boards.

**Variation in Welfare Benefits Provided by State Governments to Families of Defence Personnel Killed in various Operations.**

5.38 There is variation in welfare benefits provided by State Governments to families of Defence Personnel, who are killed in various Operations due to enemy action. All State Governments need to provide uniform welfare benefits to families of Defence Personnel killed in various Operations such as Ex-Gratia for battle as well as physical casualties and war disabled.

5.39 The wards of Armed Forces personnel face difficulties in getting admissions in Professional/ Technical colleges on two accounts, the first being inability to fulfill the Domiciliary conditions imposed by State Govts, due to frequent transfers, and the second being, limited number of Defence Quota seats in Professional/ Technical colleges. Both these issues were examined at various levels in the past. Based on the recommendation, the Raksha Mantri has written following letters to the CMs of all states:-

- (a) Waiving off Domiciliary conditions for admission to professional colleges in respect of wards of Defence Personnel (DO No. 6(01)/2005/Edu/II/D(Res.)/3362-F/RM dated 12 Jun 07(Copy annexed).
- (b) Increasing the Number of CAP (Children of Armed Forces Personnel) quota seats for admission to professional/Technical colleges vide DO letter No 6(01)/2005/Edu/D(Res)/1916F/RM dated 10 Apr 07(Copy annexed).

In the above letters, the RM had suggested that the State Governments take a favourable decision towards extending these benefits to the wards of Defence personnel.



### **Welfare Measures Undertaken in the Navy.**

5.40 A large number of welfare measures have been instituted to ensure that the morale and motivation of sailors is maintained at high levels. Some of the measures initiated are enumerated below:-

(a) Divisional System. In the Navy the 'Divisional System' is a time tested forum which provides for regular interaction between officers and sailors. In this system a group of sailors are assigned to one Divisional Officer (who may also be the departmental Officer) acting as their 'guide, philosopher and friend'. The sailors are encouraged to share all their problems including personal, domestic, service and any other issues which are agitating them.

(b) Management of Stress. The daily routine of ships and establishments includes morning physical training and evening sports activities. In addition, the living accommodation of all sailors is adequately provided with television, indoor games and internet facilities (wherever possible). Married sailors are permitted to stay at home when in harbour. Further arrangements have also been made for conduct of stress busting classes like Yoga, Pranayam, Art of Living etc periodically.

(c) Harnessing Support from Civil Administration. Initiatives have been instituted to get support of the Civil Administration for the problems, if any, being faced by the families of personnel in their respective villages/ towns or cities. To streamline the procedure to redress a sailor's complaint to civil authorities, following has been implemented:-

(i) A comprehensive letter for seeking assistance for a sailor's domestic problem/ property dispute/ etc is forwarded to the SDM or District Magistrate or Collector of the region (as applicable) and the local police station with a copy addressed to the nearest Zila Sainik Board is issued by the Head of the unit.

(ii) A follow up/feed back is thereafter obtained from local authorities by the unit within three months of issuing the letter and the same is communicated to the sailor.

In addition, a letter has been written by Raksha Mantri to all Chief Ministers requesting them to institute mechanisms for early resolution of redressal of grievances pertaining to service personnel which is being given wide publicity.

### **Welfare Measures Undertaken in the Air Force**

5.41 Officers and airmen are entitled to submit a representation to Superior Officer, who shall investigate into the complaint. Besides the above, a statutory right is also available to a person tried by a Court Martial to submit a petition against the finding and sentence of a Court Martial at the pre and post confirmation stage.

### Welfare Measures

The following welfare measures are in place in the IAF to prevent grievances:-

- (a) Constant improvement to living and working conditions is being ensured through provision of better infrastructure. Married accommodation Project is catering to the residential accommodation needs. Presently, phase I of four phases is on.
- (b) Grant of leave within their entitlement is ensured for all air warriors.
- (c) Sports facilities are continuously improved.
- (d) Welfare meetings and DSC Darbars, are periodically held. AFWWA meetings are held regularly for the welfare of the wives of air warriors. Welfare meetings are also held for the civilian staff of the stations.
- (e) Strict adherence to well established system of redressal of grievances under the Air Force Law is ensured. Further, the facility of open interviews with Air Officer Commanding/ Station Commander/ COs on any issue is available.
- (f) Facility has been provided to all service personnel to post any suggestion/ complaint at the CAS Website on the IAF Intranet.
- (g) Assistance through Station administration and provost units to family members of service personnel in addressing personal problems, wherever required.
- (h) The IAF has recently introduced employment of clinical psychologists at major stations under each Command for counselling. So far 46 Psychological counsellors have been employed all over the Air Force.
- (j) "Samvedna" Cells were formed at all Air Force Stations last year to ensure that the family members/NOK of a deceased air warrior receive the NE benefits expeditiously.

### **Interaction between staff and officers**

5.42 When inquired about the interaction level between officers, PBOR and soldiers, the Ministry of Defence submitted in their written reply as under:

#### "Army

1. A very close interaction between and PBOR/soldiers is carried out while executing a task through out the day, almost on a minute to minute basis. Tasks are invariably executed after detailed co-ordination. Also sub unit/unit Commanders earmark time, where in PBOR/Soldiers can seek their formal interview for redressal of their grievances. No prior formal appoint of Commanding Officer(CO)/Company Commander(Coy Cdrs) is required for such interactions. In addition, Coy Cdrs and CO conduct their monthly Sainik sammelans, where in PBOR are invariably given an opportunity to bring their problems to the personal knowledge of the CO/Coy Cdr.

2. At the informal level, young officers visit PBOR mess and do interact with them for knowing and understanding their problems, so that these can be resolved. This process forms part of initial grooming of an officers on joining of the Regiment and helps in establishing a rapport between young officers and soldiers. Officers also informally interact with soldiers while regularly playing team games with them and during sub unit/sub unit Barakhana. But these are normally held for festivity i.e. whenever unit/sub unit has won a sports competition or performed commendably in a professional event. Barakhanas are also held on unit raising day.

3. The above measures immensely contribute towards maintenance of a cordial relation in unit/sub unit.

### Navy

In the Navy the 'Divisional System' is a time tested forum which provides for regular interaction between officers and sailors. In this system a group of sailors are assigned to one Divisional Officer (who may also be the departmental Officer) acting as their 'guide, philosopher and friend'. The sailors are encouraged to share all their problems including personal, domestic, service and any other issues which are agitating them. The Divisional Officer renders all possible help in the form of informing appropriate agencies, authorities and command to ensure 'Redressal of their Grievances' in an informal environment. In addition 'Divisional officer's Period' (DOP) are conducted periodically and problems posed by sailors are recorded with remedial measure taken. The sailors in the Navy have a well laid down system of forwarding their requests to Divisional Officer pertaining to their welfare, promotion, domestic issues and the same are disposed off in a time bound manner at appropriate levels which can reach right up to the 'Chief of the Naval Staff'.

### Air Force

- (i) Daily morning section parades are held wherein welfare and morale points are also discussed.
- (ii) Station Commander & Unit Commander hold regular welfare meeting with PBORs.
- (iii) Gatherings are organized at important occasions at sections, unit and station level where in all officers informally interact with PBORs, DSC Jawans and other station personnel.
- (iv) Organised PT and games are regularly held jointly with officers, PBORs & Jawans particularly in them as a team.
- (v) Joint adventure activities are planned with officers, PBORs & Jawans.
- (vi) Officers interact with PBORs in Barakhana scheduled during AF Day celebrations. and other important occasions.
- (vii) Unit / station level picnics / excursions are organized wherein officers, PBORs and their families participate".

### **Dignified Treatment**

5.43 When inquired as to how it is ensured that service personnel irrespective of their ranks are treated with dignity and what mechanism exists in services to prevent any instances of humiliation of any ranks by their superiors, the Ministry of Defence submitted in their written reply as under:

- (a) To ensure that the dignity of a subordinate is maintained is acme of leadership. It is part of the motto that is inculcated in the soldier from the days of training academies.
- (b) Leadership training and awareness regarding respect and dignity is provided at all echelons and all levels of training.
- (c) Comprehensive instructions in the form of written communication have been disseminated to the environment from time to time.
- (d) Regular visit by senior officers is planned and executed to establish a direct contact with the troops. Max interaction with troops is ensured and problems addressed. A Counseling team is established at unit/sub unit levels to monitor the mental health of troops. All this cumulatively ensure that respect and dignity of subordinates is maintained through discipline and effective implementation.

### **Sensitisation of the Civil Authorities**

5.44 There was a system in the past when the authorities like District Magistrate and Superintendent of Police as well as other State Government officials used to respond promptly to the communications received from the Commanding Officers (Cos) on matters concerning problems of the serving soldiers and their families living at different stations. However, the system appears to have given way to a situation where such communications from Cos are taken in a routine manner and no prompt and concrete action is taken thereon. This situation is adversely affecting the soldiers who are unable to attend their domestic problems due to their hard service conditions and paucity of leave thus causing stress in their resulting in overall impact on the morale of Armed Forces, which any country can ill-afford.

5.45 As a nodal agency for framing rules and regulations under the All India Services Act, 1951 and being the cadre controlling authority for the All India Services including Indian Administrative Service and Indian Police Service when asked about the concrete measures can be taken by DOPT to make a centralized policy to sensitise the administrative authorities belonging to All India Services serving in their cadre in various States/UTs to promptly respond to the problems and grievances of serving army personnel and their family, DOPT stated as under:-

“Rule 3 (2A) of the All India Services (Conduct Rules), 1968 envisages that every member of the Service shall in the discharge of his duties act in a courteous manner and shall not adopt dilatory tactics in his dealings with the public or otherwise. Our role may be confined to issuing instructions to the State Government/Union Territories under this rule to sensitise the members of the All India Services working under them to promptly respond to the problems and grievances of serving army personnel and their family.”

5.46 When inquired about the steps taken by the DOPT to sensitise the Civil Authorities about the Armed Forces Personnel, a representative of the DOPT stated during oral evidence as under:

“As regards sensitization of the Army personnel and their problems, the Department has issued guidelines from time to time as to what kind of inputs should be used in the training of new recruits, and an Army attachment is included in the training programme of new recruits.

Here, we are already issuing guidelines to the Lal Bahadur Shastri National Academy of Administration to further improve the sensitization process. However, we have a direct responsibility for civil military liaison and for ensuring better facilities to service personnel as well as ex-servicemen. That lies within the ambit of the State Governments. So, we will again bring this matter to the notice of the State Governments.

As far as the institutional framework is concerned, we have the civil military liaison conference format, and the District Soldier Board which really has a direct interface between the administration and the personnel”.

5.47 When inquired whether DOPT has any feedback mechanism to see that its guidelines are being adhered to, a representative of the DOPT stated during oral evidence as under:

“Sir, we do set up feedback about some issues; but it will be certainly difficult to get feedback about a whole range of issues. Whenever there are issues brought to the knowledge of the Government India directly we do have them”.

5.48 When inquired about specific steps taken by the Ministry of Defence to facilitate educational facilities for the wards of service personnel particularly in getting technical education after 10+2 stage, the Ministry of Defence stated in their written replies as under:

“(a) Grant of education concessions to wards of Armed Forces personnel killed/missing/permanently disabled in Wars, Operations/Counter-Insurgency Operations include re-imburement of tuition fee (full amount) and other fees (capitation fee and caution money not included) levied by the educational Institutions concerned (including charges levied for the school bus maintained by the school or actual fares paid for railway pass for students or bus fare certified by the Head of Institute), expenditure on books and stationery, uniform and clothing. This concession is applicable upto first degree course.

(b) Reservation of Seats in Educational Institutions. All State Governments provide limited reservation of seats in institutions of higher education to cater to difficulties faced by serving personnel and Ex-Servicemen due to their service conditions. Availability of these seats is coordinated by Kendriya Sainik Board.”

5.49 When inquired about the procedure put in place to pursue with the civil and police authorities the cases of civil and criminal nature faced by the family members of a soldier who is posted elsewhere and unable to attend to such problems due to exigencies of his duties, the Ministry of Defence submitted in their written reply as under:

Army

(a) For cases of civil and criminal nature faced by the family members of a soldier who is posted elsewhere and is unable to attend such problems due to exigencies of services, concerned authority is approached by the army authorities for speedy disposal.

(b) Whenever such a contingency occurs, where the individual is unable to attend to such issues personally the unit Cdr approaches the concerned civil authority i.e. District Magistrate, SP through correspondence and liaison by sending a unit person to resolve the issue.

(c) In this regard the Raksha Mantri and the Defence Secretary have also written to Chief Ministers and Chief Secretaries of State to instruct the District Magistrates and SPs to pay special attention to the problems of serving soldiers. An effective implementation of the steps mentioned above could bring relief to a soldier who is serving in a difficult, inhospitable environment.

(d) For speedy disposal and monitoring of such cases, Raksha Mantri had written to all State Chief Ministers, vide letter dated 19 Dec 2006 (copy enclosed), for instituting a Grievances Redressal Monitoring Mechanism in all States. Similar letter was also written by Defence Secretary to all State Chief Secretaries, vide letter dated 15 Jan 2007 (copy enclosed). Till date, the States of Uttarakhand, Nagaland, Gujarat, Himachal Pradesh, Madhya Pradesh, Mizoram, Karnataka and Union Territory of Chandigarh have confirmed instituting such a monitoring mechanism. The issue is being taken up with remaining States through civil military liaison conference.

Navy

To streamline the procedure so as to redress sailor's complaints to civil authorities, following has been implemented:-

- (a) All letters seeking assistance for sailor's domestic problems/ property disputes are forwarded to the SDM, District Magistrate or Collector of the region (as applicable) and the local police stations.
- (b) A copy of such letter is also addressed to the nearest Zila Sainik Board.
- (c) The letter issued by the Head of the unit brings out the kind of assistance required and all relevant details of the problem. Sailor's local address and the person to be contacted by local authorities is also brought out in the letter.
- (d) A follow up/feed back is thereafter obtained from local authorities by the unit within three months of issuing the letter and the same is communicated to the sailor. In the event of feedback not being received, a reminder is sent with specific information to the Zila Sainik Board to obtain latest position of the case.
- (e) In addition a letter written by Raksha Mantri on the subject to all Chief Ministers of States has also been given wide publicity within the Navy.

Air Force

In the case of serving personnel, the following provisions are available with regard to civil and criminal cases:-

- (i) Air Force Act, 1950 The Act provides for the following privileges:-
  - (aa) immunity from attachment from decree of civil or revenue court (Sec.28)
  - (ab) immunity from arrest for debt on orders of civil or revenue court (Sec.29)
  - (ac) immunity of persons attending courts-martial from arrest (Sec.30)
  - (ad) Priority in respect of Air Force personnel's litigation (Sec.32)
- (ii) The Indian Soldier Litigation Act 1925 The Act lays down the provisions with regard to safeguarding the interests of serving soldiers in matters of litigation in civil courts.
- (iii) Criminal Procedure Code 1973 The Code provides for the following privileges:-
  - (aa) In matters of arrest.
  - (ab) Protection from vexatious prosecutions.
- (i) Civil Procedure Code 1908 The Code provides for the following privileges:-
  - (aa) Power of Attorney.
  - (ab) Service of Summons.
  - (ac) Exemption of Property from Sale and Attachment.
  - (ad) Notice for Suits".

5.50 When inquired about the policy regarding transfer of officers and the facilities extended in terms of posting, if both husband and wife are in the same service in Armed Forces, the Ministry of Defence submitted in their written reply as under:

“(A) Army

Spouse Posting There has been increase in the number of women officers being commissioned into the Army and consequently the number of military couples in service. The requirement of spouse posting is given due importance in the Army. Details in respect of service couples are maintained and factored in posting planning of such officers. Of 563 service couples, 299 officers (53% ) are on spouse posting on date. It is endeavoured to extend maximum possible satisfaction , within organizational constraints, by ensuring that least alternate posting are together. Spouse posting is also coordinated between MS Branch and DGMS (Army) in respect of officers having spouses in the Medial Branches.

Posting Policy. A detailed letter on posting policy has been promulgated to the environment which contains the guiding provisions for posting management. Salient aspects of the same are in following paragraphs.

(i) Qualitative Requirement (QR) All officers are posted on Regimental duties in their turn. For appointments outside regimental duties, specific qualifications has been laid down vide an Army Order. Dilution of QR is not acceptable in the overall interest of the organisation except in some specific cases with the approval of the competent authority.

(ii) Exposure and tenure. In order to ensure professional grooming and all round development of an officer, it is endeavoured to ensure that the officers are given different kinds of exposure in various types of appointments and terrain provided they meet the laid down QRs. Efforts are made to ensure that officers get a chance to serve in all Commands and their field and peace tenures are balanced so that hardships and experience is equitably shared by all. The number of exposures in each rank in various types of appointment have been laid down. The approximate tenure in the same in various terrains and field/peace locations have also been prolonged.

In order to enhance transparency in posting and increase involvement of officers in their postings Army interacts with all officers above 16 years of service while planning their next posting . For officers below 16 years of service interactions for posting are carried out through their commanding officers. The policies on posting management are adhered to n the Army. Any deviation from laid down instructions is carried out only if in the interest of the organisation and that too with the approval of competent authority.



(B) Navy

Appointment Planning and Transfer Norms. Transfers and appointments of officers are promulgated after due consideration, consultation and planning. These cater for meeting service requirements, career requirements and aspirations of individual officers, with service requirements taking primacy. In the normal course, such appointments are part of a chain of transfers. It may be appreciated that a single change in the appointment planning can trigger a chain reaction affecting a number of units and officers. The transfer norms are based on the following broad guidelines:-

- (a) Officers are given adequate notice for outstation transfers.
- (b) Optimal utilization of manpower is always ensured.
- (c) Service requirements remain paramount, but due consideration is given to the career and personal requirements of individuals whilst planning their transfers.
- (d) Officers are not permitted to select or decline appointments.
- (e) Appointment in an ashore billet is for a duration of 2 to 3 years.
- (f) The general stay in a station is 3-5 years, subject to Service exigencies.

Norms on Co-Locating Spouse in Service. It is endeavoured in the Navy to post an officer and his spouse to the same station, to the extent feasible. This is subject to meeting Service requirements and ensuring that the career requirements of both the individuals are not adversely affected.

(C) Air Force :

The posting policy amplifies the following issues.

- (a) Normal and hard area tenures
- (b) Compassionate ground posting and screening of postings.
- (c) Procedural Aspects.
- (d) Postings on superannuation.

Co-location postings come under the clause of compassionate ground postings. The affected officers are to apply formally for co-location. In most cases, the request is facilitated. As per current statistics, more than 75% of married lady officers are collocated with their spouses. It has not been feasible to co-locate the others due to service exigencies like:-

- (a) Employability.
- (b) Availability of vacancy
- (c) Career Progression of either spouse”

**Armed Forces Headquarters Civil Service (AFHQCS)**

5.51 When inquired about the responsibilities entrusted to the Department of Personnel and Training (DOPT) as nodal authority in the matters connected with recruitment, regulation of service conditions and in the management of career development of the officers/staff belonging to the cadre of Armed Forces Headquarters Civil Service (AFHQCS) and the monitoring mechanism put in place, the DoPT stated as under:

“The Department of Personnel and training (DoPT) has been entrusted with the responsibility of laying down broad policy parameters relating to recruitment, promotion and seniority pertaining to Central Services in general. Proposals for framing/amendment of recruitment/service rules for Gr. A and `B' post, in accordance with the general policy, require concurrence of this department and the UPSC.”

5.52 According to the DOPT, “the respective administrative Ministries as the cadre controlling authority are required to take appropriate steps to regulate recruitment/service conditions and the management of career development of the employees in accordance with the laid down general principles. Such proposals regarding cadre restructuring, amendment of Recruitment/Service Rules etc. require consultation with the DOPT in addition to other authorities cadre controlling authority in respect of AFHQCS is the Ministry of Defence.

5.53 The relevant guidelines on framing/amendment of recruitment rules, policy instructions relating to seniority, promotion guidelines etc. have been put on the website of Department of Personnel and Training. A user friendly software programme has been hosted on the website of DOPT for assisting Ministries in framing of recruitment rules. A workshop for all Ministries was also organized recently on framing of Recruitment Rules.

5.54 DOPT is concerned with the recruitment of the candidates recommended for appointment to the various services through Civil Services Examination (CSE) conducted by the Union Public Service Commission (UPSC). The Civil Services Examination is conducted by the UPSC annually. The Civil Services Examination is a combined examination catering to recruitment of Group 'A' and Group 'B' civil services. The Cadre Controlling Authorities sourcing their intake of direct recruits through the Civil Services Examination determine the vacancies including vacancies reserved for SC/ST/OBC/Physically disabled etc. to be filled through Civil Services Examination in the service(s) under them and communicate the requisition to UPSC. The Union Public Service Commission compiles the total vacancies to be filled category wise by summing up the vacancies communicated by respective Cadre Controlling Authorities (CCAs). UPSC conducts the Examination and then recommends the candidates against these vacancies in two phases as provided in rule 16(4) & 16(5) of Civil Services Examination rules (CSE). That after recommendation by UPSC, DOPT allocates the service to the candidates as per their rank, preference, medical fitness and vacancies available at their turn in various Group A and Group B Services. AFHQ is a Group B Service to which candidates are allocated as per the procedure mentioned above. Thus Department plays no role in career development of AFHQ. This responsibility lies with the concerned Cadre Controlling Authority.”

5.55 Following submission of Kargil Review Committee Report, the Prime Minister set up a Group of Ministers (GOM) to review the National Security System. This Group of Ministers had, in paragraph 6.76 of its Report on 'Reforming the National Security System', recommended in 2001 “a Committee may be set up to look into the issue of better utilization of AFHQCS Offices within the Ministry of Defence”. While elaborating on the status of implementation of recommendations pertaining to management of Defence in the GOM Report, the Ministry of Defence had informed the Standing Committee on Defence in December 2006 that the issue is under deliberation with DOPT.

5.56 When inquired about the decision by DOPT on this specific recommendation contained in the aforesaid report of GOM and what is the present status of implementation of that decision, the representative of DOPT stated during oral evidence as under:-

“On a proposal of the Ministry of Defence to earmark four posts of Deputy Secretary/Director under the Central Staffing Scheme in the Ministry of Defence for the Armed Forces Headquarter Service Officers, a meeting was held in the Ministry of Defence on 7.11.2007.

In the meeting held on 7.11.2007 in which Shri R.K. Ojha, Deputy Secretary (CS-I) represented the DOP&T, it was proposed that the Cadre Restructuring has been done for the Central Secretariat Service Offices and posts for offices of the CSS have been earmarked in all the Central Government Central Staffing Scheme. It was proposed in the meeting that the share of posts for the Armed Forces HQ Service could be worked out, by similarly earmarking for the Central Secretariat Service. It was further suggested in the meeting that out of 68 posts of Deputy Secretary/Director level in the MoD, 37 are being filled under the Central Staffing Scheme. Therefore, about 10% of these posts i.e. 4 posts could be considered for earmarking/encadrement for the Armed Forces HQ Service.

The minutes of the meeting were sent to the EO Division for examination on 27.6.2008. The EO had desired to see para 6.76 of the Group of Ministers report on National Security.

Accordingly, the Ministry of Defence was requested to provide a copy of the said Report containing para 6.76 on 28.7.2008. This was followed up with two reminders dated 14.08.2008 and 4.9.2008. However, till date the copy of report has not been furnished by the Ministry of Defence.”

5.57 The Committee have been given to understand that once candidates have been recruited under aegis of DOPT to join AFHQCS, little ownership is shown by the DOPT to address any of the problems faced by the cadre, which are left to MOD to resolve.

5.58 In this context, when asked to elaborate as to which authority is actually entrusted with the responsibilities of controlling the cadre of AFHQCS and what specific roles have been assigned to DOPT, Ministry of Defence and Armed Forces Headquarters in the matters connected with general policy of regulation of service conditions, training needs, administrative matters relating to transfer/posting/deputation, vigilance and disciplinary matters and aspects relating to career development of the officers/staff belonging to the cadre of AFHQCS, DOPT stated as under:-

“The appropriate cadre controlling authority in respect of AFHQCS is the Ministry of Defence for regulation of service conditions, career development of the officers and staff & other administrative issues relating to transfer, posting deputation vigilance and disciplinary matter. The relevant general policy guidelines issued by the Department of Personnel and Training are to be kept in view.”

5.59 When asked as to why AFHQCS Officers are not been allowed to go on deputation, a representative of the DOPT stated during oral evidence as under:

“The decision of the ACC in this matter has been that only Class I officers will be considered in the Central Staffing Scheme. So, there are no posts available for other than Class I officers in the Central Staffing.

As far as the AFHQCS is concerned, if there are some other provisions or some other proposals that they have in mind, they can be considered in the Department. But so far, as per the existing policy, there is no position available or no quota available to the AFHQCS in the Central Staffing Scheme at all”.

### **Establishment of Armed Forces Tribunal**

5.60 A large number of cases relating to service matter of the members of the Armed Forces have been pending in the Courts for a long time. The number of cases pending before the Supreme Court and various Courts as on 31.10.2005 were as under:

	<b>Supreme Court</b>	<b>High Courts</b>
<b>Army</b>	94	7611
<b>Navy</b>	12	463
<b>Air Force</b>	22	1250
<b>Total</b>	125	9324

5.61 Stressing upon the need for setting up of an appellate body composed of non-military personnel or civil personnel, the Supreme Court in its judgment in Prithvi Pal Singh vs Union of India (1982) had observed:-

“with the expanding horizons of fair play in action even in administrative decisions, the universal declaration of human rights and retributive justice being relegated to the uncivilized days, a time has come when a step is required to be taken for at least one review and it must truly be a judicial review by way of appeal to a body composed of non-military personnel or civil personnel.”

5.62 In view of the above judgement of Supreme Court as well as the recommendation of Law Commission, the Committee in their Second Report on the Demands for Grants (2005-2006) had urged the Ministry to work out a new mechanism to deal with all the outstanding court cases pertaining to the Armed Forces personnel. In pursuance to this, the Ministry of Defence proposed to enact a new legislation by constituting an Armed Forces Tribunal for the adjudication of complaints and disputes regarding service matters and appeals arising out of the verdicts of the court martial of the three services.

5.63 The Armed Forces Tribunal Act, 2007 notified on 28 December, 2007 provides for the adjudication or trial by Armed Forces Tribunal of disputes and complaints with respect to commission, appointments, enrolment and conditions of services in respect of persons subject to the Army Act, 1950, the Navy Act, 1957 and the Air Force Act, 1950 and also to provide for appeals arising out of orders, findings or sentences of court martial held under the said Acts and for matters connected therewith or incidental thereto.

5.64 The Committee in their 31<sup>st</sup> Report (14<sup>th</sup> Lok Sabha) while stressing on establishment of Armed Forces Tribunal had recommended as under:-

“The Committee understand that one of the reasons for increasing stress in Armed Forces relates to non-availability of quicker appellate mechanism to deal with the service related problems and disputes, etc. They are, however, distressed to note that despite notification of Armed Forces Tribunal Act, 2007 on 28th December, 2007, the Ministry of Defence have not been able to establish the Tribunal even after lapse of a period of over nine months. Keeping in view the fact that a large number of cases relating to service matters of the personnel from Armed Forces are pending for a long time in various courts of law, the Committee are of firm belief that the Armed Forces Tribunal is required to be set up expeditiously to provide quicker relief to the aggrieved Defence service personnel.”

## **CHAPTER-VI**

### **EXIT POLICY**

6.1 There are three categories of officers, who serve and are superannuated or are released from service, their brief details are as follows:

(a) Superannuation-The Armed Forces officers due to the pyramidal structure, superannuate between the age of 54 to 60 years, whereas their counterpart in the government service, retire at the age of 60 years. Therefore, there is a need to bring uniformity and provide assured re-employment opportunities, to all Armed Forces officers up to the age of 60 years.

(b) Pensionable Service - The minimum period that an Armed Forces officer is required to serve for pensionable service, is 20 years. Those officers who consider, seek premature retirement. These officers are young and energetic and are at a very critical juncture of life with major domestic responsibilities. These officers between the age group of 40 to 54 years, also seek assured job opportunities, to keep the service young.

(c) Short Service Commission - The third category of personnel are the ones who have joined service as short service officers. This type of entry was started to keep the service young and the base of the pyramid narrow. These officers after spending the youth in the Armed Forces, do seek assured re-employment avenues on completion of their minimum i.e. five years term.

#### **Premature Retirement(PR)/Resignation of Indian Air Force Officers**

6.2 Officers on active Service may wish to leave the Air Force for varied personal reasons. It is the endeavour of Personal Branch at Air Headquarter, to give due consideration to all such requests on the merit of each case and seek convergence of individual aspirations and service interests. In this regard, several policy letters have been issued from time to time. However, there is a need to issue comprehensive guidelines on the subject and spell out involvement at each level in processing of applications on premature retirement (PR)/resignation from the service.

The aim of this HRP is to lay down comprehensive guidelines in respect of Premature Retirement/Resignation of commission by Air Force Officers.

### **Grounds for Premature Retirement (PR)/Resignation**

6.3 According to the Ministry of Defence applications for PR/Resignation from officers would be considered on merits of the case and requirements of service. PR applications submitted by officers of the rank of Air Commodore and below would be decided at the level of Air Officer Personnel (AOP). In respect of officers of the rank of Air Vice Marshal and Air Marshal, the applications would be forwarded to Ministry of Defence for decision. Also, application for resignation of commission, irrespective of rank, would be forwarded to MoD for decision.

6.4 As informed by the Ministry of Defence, the Ministry would consider the request for PR/Resignation based on the recommendations of the CAS as under:

“PR/Resignation on compassionate Grounds.

Requests for PR/Resignation on compassionate grounds would be considered on merit. Officers must attach document in support of their grounds.

PR/Resignation on Medical Grounds

PR/Resignation on medical grounds would be considered when the applicant officer holds a permanent medical category, which is non-promotable.

PR/Resignation on Grounds of Supersession

Request on grounds of supersession will normally be considered only after an officer has been finally superseded i.e. he has finished all the chances for promotion to the next higher select rank. However, requests of officers who have not been finally superseded for promotion may also be considered, subject to the exigencies of service and depending on the circumstances and merit of each case.

Non-effective Benefits

In accordance with the Pension Regulations, the minimum period of qualifying service required to be rendered by Permanent Commissioned officers for earning a retiring pension is 20 years. Pension is granted at the appropriate rate, subject to the service rendered being satisfactory. For those who have rendered service for 10 years or more but less than 20 years and have become eligible for gratuity, the full gratuity or a percentage thereof is granted in accordance with laid down government policies on the subject. The pattern of non-effective benefits for PR would continue to be in accordance with the policy on the subject.”



### **Criteria for Premature Retirement (PR)/Resignation from Service**

6.5 As informed, the Ministry of Defence has delegated the authority to decide upon requests for PR from officers upto the rank of Air Commodore to AOP vide GOI, MOD Letter No. 16(8)/2001-D (Air-II) dated 14 Aug, 2001. However, the authority to grant permission to resign commission remains with the MoD. Criteria for acceptance of requests from Defence Services Officers for PR/ Resignation have been laid down by MoD from time to time. The grounds on which applications would normally be made are as under:-

“(a) Supersession: PR/Resignation on grounds of supersession in select-ranks (Acting/Substantive) of Wing Commander and above would be favourably considered. Requests from officers not finally superseded, in whose cases it is felt by the Air Headquarter that they do not stand a reasonable chance of promotion in future on the basis of their record of service, would also be considered favourably subject to exigencies of service.

(b) Extreme Compassionate Grounds Requests on extreme compassionate grounds would be considered after the facts represented by the officer are verified, to the extent possible, by the Service Headquarter.

(c) Low Medical Category Requests from service officers whose permanent medical category is not low as to justify their invalidment, would be favourably considered on merits.

(d) Better Employment in Civil Life If a service officer applies for premature retirement within a period of one year before the due date of superannuation for obtaining employment in private sector, the request would normally be acceded to. For employment under public sector, Government controlled Corporation, Municipal Corporations etc., requests within a period of two years from superannuation would be considered as a measure of rehabilitation assistance to the officers.

(e) Participation in Political Activities Applications for PR on this ground will be rejected.

(f) Lack of Career Prospects A person seeking a career in the Air Force is expected to be aware of his career prospects at the time of his entry into the service. During his career, if an officer feels that he has no prospects for advancement in service, he may apply for PR/Resignation. However, the lack of career prospects of an Officer will be ascertained by the ‘P’ branch based on the inputs available with the Air HQ. Also, cases of officers having expertise/specialisation in certain specific fields would be dealt with circumspection.

(g) Failure to Pass Promotion Exam C - Officers who, even after due efforts, fail to qualify in Promotion Examination ‘C’ or any such examination, as specified and are required to be retired/removed from service with reference to Rule ‘17’ of Air Force Rules 1969, would be considered for premature retirement, if they apply for PR. However, each case would be examined on its merit, so as to ensure that no officer misuses these criteria for seeking a release from service.

(h) Evincing Lack of Interest in Service - This would not be a good and sufficient reason for Premature Retirement/Resignation.

(j) Officers trained in specialised courses - Application for Premature Retirement/Resignation of officers who have been trained in specialised courses at Government expense, will not be considered before the expiry of the minimum period indicated below. However, due to extreme circumstances, if an officer's application for PR/Resignation is considered by the Air HQs, then the officer would be required to repay the cost of training for the unutilised portion of the post-course utilisation period.

(i)	Courses abroad up to 6 months duration	-	3 years
(ii)	Courses abroad of over 6 months duration	-	5 years
(iii)	Study leave in India and abroad	-	3 years
(iv)	Courses in India of over 6 months duration	-	5 years."

## **Retention Incentives**

6.6 Details of retention incentives being offered by other countries as furnished by the Service are as under:-

### **United States**

- Developed a multifaceted plan in 1990
- Aviator bonus continuation pay (ACP)-Retention bonus starts from 8<sup>th</sup> year of service
- Increase Aviator Career Incentive Pay-Flying pay or ACIP-Increases with increase in pay and continues even when pilot is in senior non-flying assignments.
  - Major's pay - \$6000
  - F Pay - \$850
  - R Bonus - \$2000 starting from 8<sup>th</sup> year of service (33% of pay and 2.5 times flying pay)

### **France**

- 3000 pilot strength
- 20 pilots a year join Air France (25 % fighter pilots)
- Six years before completion of tenure FAF converts pilots wanting to separate
- Contract Pilot – 17 years of service extendable to 20 years
- Career Pilots – 54 years of age
- Both categories are pensionable
- FAF pilots pilot's pay 4000 Euros (equivalent to pay of a civil pilot in a low cost budget European airline)
- Air France pay-7000 Euros. Governed by an agreement between FAF and Air France endorsed by their Defence Ministry.

**United Kingdom**

- Financial retention initiative introduced in RAF in 2002.
- Highly successful
- An RAF officer on attaining the age of 38 paid a lump sum of 100,000/- for staying in service for five additional years.

**Israel**

Retention Bonus for signing up for additional 5 years is:-

- A Major will get US \$ 10000 + New Car (Hyundai Accent +unlimited fuel)
- A Lt. Col. will get US \$ 15000 + new Mazda 5 Estate Car +unlimited fuel
- A Col will get US \$20000 + new car (dependant on family size) + unlimited fuel+driver
- Pilots will get double retention amount (according to rank) +unlimited fuel + car on lease + after 3 years new car
- Submariners, Commandos & UAV pilots will get 1.5 times retention amount +unlimited fuel + car on lease + after 3 years new car

## CHAPTER VII

### DIRECTORATE GENERAL OF RESETTLEMENT (DGR)

7.1 DGR under the Department of Ex-Servicemen (ESM) Welfare, Ministry of Defence is primarily responsible for resettlement and rehabilitation of ESM who retire at much younger age compared to their civilian counterparts by providing employment and self-employment opportunities. Resettlement of ESM is the joint responsibility of both the Central and State Governments. It is clarified that, though the DGR was established in the year 1968, with the assigned roll of welfare and rehabilitation of ESM, widows and dependents, the Secretariat of Kendriya Sainik Board (KSB) was placed under the aegis of DGR in the year 1982. A High Level Committee, headed by Shri KP Singh Deo was formed to study the problems of ESM and the functioning of DGR and Secretariat of KSB. The Committee submitted the report in October 1984, where in the requirement of maintaining a data bank in suitable electronic form was brought out in the report.

7.2 After the Indo-Pak wars of 1965, 1971 and 1999 Kargil war, the problems of resettlement, rehabilitation and welfare of war widows and personnel disabled in action have assumed greater proportions. Following the rapid expansion of defence forces, the number of ESM is also growing gradually year to year. Presently, about 60,000 defence personnel retire from the service in a year. Over the years the problems of ESM have been growing rapidly. The socio-economic changes, break up to joint family system, competition in market and increase in cost of living are some of the contributing factors. Other problems of Ex-Servicemen (ESM) are normally related to their land holdings, pension related problems, medical facilities and children's education.

7.3 There are about 25 lac ESM and widows presently registered with the Sainik Board Organisation of the country. Kendriya Sainik Board (the designation as such was introduced in 1951) is the apex body at the Central level headed by Hon'ble Raksha Mantri. The Board in its annual meetings lays down policy guidelines and schemes for the welfare of ESM which are to be implemented by the Central and State Governments. It is pertinent, that the Centre and the States/UTs are jointly responsible for the resettlement and welfare of ESM.

7.4 Notwithstanding the same, the compilation of data for registering ESM for employment has been ongoing process in DGR/RSBs/ZSBs since 1994, albeit manually. A total of 7,55,637 ESM have been registered since 1994. The registration by ESM is a voluntary and not a mandatory process. The data is authentic to the extent that it is furnished by the various RSBs/ZSBs. As far as the number of WSM who has been employed, the record is being maintained in the DGR w.e.f year 2003.

### **Ex-Servicemen commission**

7.5 When asked, whether the Ministry of Defence are contemplating of setting up of a Commission for the Ex-servicemen, a representative of Ministry of Defence stated during oral evidence as under:

“In principle, the proposal has been cleared by the RM”.

### **Natural Disaster Organisations**

7.6 About the suitability of the Ex-servicemen for the Organisations related to natural disaster, a non-official witness stated as under:

“Now that we have formed this Natural Disasters Organization, it should be largely manned by the Ex-Servicemen”.

7.7 When asked about the details of medical and other facilities, if any, being made available to Ex-servicemen not eligible to get pension after their retirement from service, the Ministry of Defence submitted in their written replies as under:

“Provision of medical facilities dealing with Ex servicemen has the following twin conditions:-

- (a) Individual should have status of ESM.
- (b) Individual should be drawing pension of some kind

Thus retired SSC personnel who are drawing a pension of any kind are entitled to medical facilities from the Armed Forces Medical Service(AFMS). For others, emergency medical services are provided when required and they may be provided indoor services as no-entitled, depending upon the availability of facilities”.

**One-Rank-One-Pension**

7.8 The Finance Minister in his budget speech has announced that Government has fulfilled the long standing need for retired Armed Forces Personnel Below Officer Rank (PBOR) for better pensionary benefits and about 12 lakh PBOR have benefited to the tune of Rs. 460 crore *w.e.f.* January, 2006.

7.9 During examination of Demands for Grants (2006-07), in reply to a question on details of pensionary benefits, the Ministry of Defence informed the Committee as under:

“With effect from 1.1.2006, the weightage for the purpose of calculations of pension for past as well as future retirees Sepoy, Naik and Havildar and equivalent ranks in Navy and Air Force has been increased from 5 years to 10, 8 and 6 years respectively subject to a maximum qualifying service of 30 years. In case a person is getting more than 30 years with existing weightage of 5 years he will continue getting that. The above benefits would be only in respect of service pension including invalid pension, service element of disability pension and war injury pension. In addition, pension of Personnel Below Officers Rank (PBOR) granted Assured Career Progression (ACP) upgradation would be computed with reference to the enhanced pay scale granted under ACP. The above benefits would meet the demand of the ex-servicemen to a large extent as revision of pension with reference to maximum pay of the post—1.1.1996 pay scales in the case of pre—1.1.1996 retirees would in effect mean parity in pension between pre and post—1.1.1996 retiree PBOR. The long standing demand of ‘one rank one pension’ has been examined by the Government. Considering the relevant factors and various aspects including additional financial liability and repercussions elsewhere, it has not been found feasible to accept the demand. However, Government has significantly improved pensionary benefits of PBOR.”

7.10 During oral evidence, the representatives of the Ministry stated:

“There will be outgo of Rs. 460 crore per annum in providing pension as per the new scheme. In implementation of one rank one pension scheme Rs. 1200–1300 crore will be the outgo as annual attrition is about 55 to 60 thousand personnel. It is an upward going curve for pension because the retired people are 23 lacs, whereas our standing army is 14 lacs, therefore, the outgo is going to increase further.”

7.11 During the oral evidence, President of Indian Ex-Services League stated:

“ As far as welfare points are concerned, we have plenty of them. In a nutshell, I would like to say that parity in pension, which have been claiming or the last three decades, that is, one rank one pension. Secondly 50 per cent pay as pension. You know all the civilian retirees get 50 per cent pension of their pay. Whereas army person do not do that. One main difficulty is our jawans are retired compulsorily. ....Actually I would like to say it is very important that jawans must be looked after. He is the main person who fights the war. To my mind officers can look after themselves. They are educated.”

7.12 During oral evidence another non-official expert stated on the issue of Ex-Servicemen as under:

“There are two major aberration in the implementation of the Fifth Pay Commission. They need to be set right. The clause that a PBOR must complete 33 years of service to be able to earn full pension needs to be abolished. Although some money has now been given, I have heard that it is not meeting the requirement.....There was another aberration, which made people to go to the Supreme Court. When the pensions were finalised, some Major Generals got lesser pension than Brigadiers. This has made them unhappy. They went to the Supreme Court. These kinds of aberrations are disheartening. Out of these, the first one is more important.”

7.13 In their Action Taken Reply, on the observations/recommendations contained in the 16<sup>th</sup> Report of the Committee on Demands for Grants (2007-08), the Ministry of Defence had submitted the following information on providing full pensionary benefits:

“The issue of removal of 33 years of condition and/or enhancement of weightage to the extent of making Armed Forces personnel eligible for full pension admissible for 33 years qualifying service was considered in detail by the Government. Considering all relevant factors including financial implications and repercussions elsewhere, a conscious view was taken to enhance the weightage in the case of Sepoy, Naik and Havildar to 10, 8 and 6 years respectively subject to maximum qualifying service of 30 years. However, if a person is getting pension for more than 30 years with the weightage of 5 years, he will continue to get that. It has not been found feasible to grant benefit for 33 years qualifying service to the Personnel below Officer's Rank (PBOR) irrespective of length of actual qualifying service rendered.”

### **Withdrawal of Army from deployment in counter insurgency operations**

7.14 On withdrawal of Army from deployment in counter insurgency operations, the Committee in their 22<sup>nd</sup> Report (14<sup>th</sup> Lok Sabha) had recommended as under:-

“The Committee note the views expressed by Subramanyam Committee in their report regarding deployment of army in counter insurgency operations to tackle terrorist problems in various parts of the country and other internal security problems. As pointed out by the Subramanyam Committee, army’s prolonged deployment in counter-insurgency role adversely affects its training programme which leads to fatigue and the development of mind-set that detracts from its primary role. Also, the State Governments and Para Military Forces tend to assume that army will always be there to combat insurgency. The net result of all this has been to reduce the role of the Indian army to the level of Para Military Forces and the Para Military Forces in turn to the level of an ordinary Police Force. The view of the Subramanyam Committee is that the involvement of army in the counter-insurgency operations adversely affects its preparedness for its primary role, which is to defend the country against external aggression. The Committee, therefore, feel that army should be immediately withdrawn from internal security duties and this should be handled by Central Para Military Forces, Central Reserve Police Force and the State Police forces. The Committee desire that a fixed time schedule should be drawn up to withdraw army from counter-insurgency duties, etc. gradually.”

7.15 In response to the above recommendations, the Ministry of Defence in their Action Taken Reply had stated as under:-

“The Government agrees with the views of the Committee with regard to the fact that it is not desirable to deploy Armed Forces for prolonged period for internal security duties. In principle, the Ministry of Defence and the Indian Army should focus exclusively on external military threats, while internal security should be mandate of the MHA. The dimension and nature of internal threats have in cases like J&K enlarged, beyond the realm of Aid to Civil Authority. The role of the Indian Army in such situations as also in insurgency / militancy like situation such as those prevalent in the North East, is to bring down the violence to ‘manageable levels’ to enable the normal State apparatus to start functioning in a secured environment. Considering the complexities of internal security issues and dynamic changes in emerging law and order issues, a constant dialogue is held with MHA from time to time. The Indian Army can, and is, assisting in strengthening existing Police mechanism by way of training of core groups of Police and Central Police Organisations, as also in acquiring the services of retired personnel to provide assistance.”



## Lateral Induction of Ex-Servicemen

7.16 On lateral induction of Ex-Servicemen, the Committee in their 22<sup>nd</sup> Report of 14<sup>th</sup> Lok Sabha had recommended as under:-

“However, the Committee have noted the views of the Subramanyam Committee which state that the Para Military Forces are not trained and equipped to deal with border terrorism by well trained mercenaries armed with sophisticated equipment continuously infiltrating across the border/LoC. The Committee would, therefore, reiterate their recommendation that the ex-servicemen should be inducted into the Central Para Military Forces as well as State Police Forces to tackle all these problems as they are professionally qualified to handle all sorts of arms and ammunitions and have first hand experience of these problems at the border during their active service in the army. This would save the Government a lot of money in training Central Para Military Forces and Police Forces to handle the weapons and fire arms etc. The induction of ex-servicemen in Central Para Military Forces and the State Police Force will also save the Government’s huge amount in pension and other liabilities. The Committee, therefore, desire that this suggestion of the Committee should be implemented in the right earnest at the earliest. The action taken in the matter should be intimated to the Committee.”

7.17 In response to the above recommendation, the Ministry of Defence in their Action Taken Reply had stated as under:

“Reservation for ex-servicemen @ 10% in Group ‘C’ and 20% in Group ‘D’ already exists in the Central Para Military Forces (CPMFs), which has however not been fully utilized by ex-servicemen, in the past. Induction of ex-servicemen in State Police Forces is a subject matter pertaining to States. Moreover, CPFs are experiencing adverse fall-out of higher age profile, where a large number of Bns have been raised in recent years. While need for a fighting fit Army cannot be ignored requiring lower age profile, in times of peace it is the CPFs which bear the responsibility of securing the International borders and fighting insurgents, terrorists, extremists etc. Considering the fact that induction and retirement age in CPFs is higher than Army, any fresh move that would result in raising of age profile of CPFs would further compromise their operational efficiency. In addition to operational issues, there are other factors to be considered like

- There being no reservation for SC, ST, OBCs in the Army which has constitutional implications.
- Need to modify the recruitment rules.
- Promotional avenues of CPF personnel, etc.

This being a complex problem is being reviewed by Ministry of Home Affairs in consultation with Ministry of Defence as per decision in a meeting of the EMC held on 1<sup>st</sup> July, 2008.”

## **CHAPTER-VIII**

### **INFUSION OF HI-TECH TRAINING AND INFRASTRUCTURE**

8.1 The issues of training are closely related to maintaining a motivated and highly skilled force. Training is increasingly becoming high-tech with the advent of technological development and the fast changing nature and concept of warfare. Nuclearisation and Revolution in Military Affairs(RMA) have added new dimensions to it.

#### **Technological advancement and steps taken by the Armed Forces**

8.2 Elaborating on the technological advancement in the Armed Forces world over and specific steps being taken by defence establishment to keep pace with such advancements, the Ministry of Defence in their written note stated as under: -

##### **“Army**

(a) Technological advancements in the Indian Army are comparable to the armies of rest of the world. Hi-tech training is spaced commencing from intake to the mid/senior service level officers progressively.

(b) Army personnel are provided opportunities to attend courses which include B. Tech., Cyber Security, Computer sciences, Cryptology, Armament and Tank Technology, Remote Sensing and Digital image processing etc in various universities and colleges of repute like Indian Institute of Technology (IIT), Jawaharlal Nehru University (JNU), Defence Institute of Advanced Technology (DIAT), Pune, Bhabha Atomic Research Centre (BARC) as well as Indian Space Research Organisation (ISRO).

##### **Navy**

The Navies world over are becoming more and more technologically advanced by way of state of art weapon systems, communication networks, RADAR and SONAR and Network Centric Operations. Indian Navy is keeping pace with the advancement of technology by inducting the state of art equipment for frontline Indian Naval Ships. Following measures are being taken for infusion of Hi-Tech training: -

(a) Navy in collaboration with JNU has drawn up a curriculum that would not only provide adequate academic grounding for award of B. Tech degree but would also cater for over-all development of a service officer with the right mix of humanities, physical training, adventure activities and leadership building programmes.

(b) The Naval Training, keeping its aim of training any time anywhere have also taken up the latest technological innovations. Simulators have been and are being inducted both by in-house fabrication and through external sources to ensure effective training, E-learning is being given adequate thrust to ensure anytime anywhere concept.

(c) An allocation of Rs 500 crores has been made in the XI th Plan to procure new induction equipment for training schools.

(d) Affiliation of M.Tech. studies at Naval College of Engineering at INS Shivaji by IIT Powai, recognition of TMC at College of Naval Warfare by Jamunalal Bajaj Institute of Management, Mumbai, Naval Architecture by CUSAT, Diploma to Artifices from Shivaji and Valsura by AICTE etc.

### **Air Force**

There have been a large number of technological advancements made in the last few years that have added great potency to the Air Forces all over the world. Technological advancements have also been made in the Indian Air Force. The IAF has made considerable progress in application of Information Warfare, Network Centric Warfare and the major components of the Revolution in Military Affairs (RMA). RMA is a major change in the nature of warfare brought about by the innovative application of new technologies. With the Integrated Air Command and Control System (IACCS) and Air Force Net (AFNET) nearing completion the net centrality of the IAF will be at par with the most advanced Air Forces of the world. With the induction of Aerostats and planned induction of AWACS the application of the Air Dominance Concept is within IAF capability. The concept of Precision Strikes has been enhanced by successful integration of Beyond Visual Range (BVR) weapons in all categories *i.e.* Air to Air and Air to Ground.”

8.3 In order to meet the changing security threat more effectively, the Armed forces are required to be advanced in electronic, nuclear, chemical and biological warfare. In this context, when asked to state the training and infrastructure facilities being upgraded in the terms of capabilities, the Ministry in their written reply stated as follows:-

“Well equipped training facilities for Nuclear Biological and Chemical (NBC) warfare are available with all the three services in order to meet the stringent and specific requirements of each service. While the Navy possesses a Nuclear, Biological, Chemical and Damage Control School at Indian Naval Ship (INS) Shivaji, Lonavla, which facilitates comprehensive training for all officers and men, the Army has such a dedicated organisation at the College of Military Engineering (CME), Pune and the Air Force (AF) at Air Force Station, Arjangarh. All facilities are being progressively upgraded in order to remain in tune with the dynamic requirements of the environment. For enhanced synergy amongst the Tri Services, an Armed Forces Training Institute (AFTI) is also in an advanced stage of establishment.”

8.4 Explaining the details of the hi-tech training being imparted to officers and PBOR as per their service requirement, the Ministry of Defence in their written reply stated:

“All three services have kept pace with the induction of state of the art equipment through extensive upgrades in technology intensive training aids. Computer Based Training (CBT) packages have been introduced at all levels and remains an ongoing process in order to meet the challenges of the future effectively. Specifically, the Armed Forces have vigorously pursued extensive establishment of Information Technology (IT) and networking assets to enhance training standards and provide flexibility in the process and scope of training”.

### **Technical Education**

8.5 On being asked about the steps taken to enhance technical education for other ranks, both combatants and non-combatants, the Ministry of Defence in their written reply stated as under:

#### **“Army**

The Army have taken several steps to enhance the technical education of Other Ranks (ORs). These include incorporation of Computers and Information Technology (IT) in the syllabus of various courses which the ORs undergo during their career progression. Simulators and IT-related training aids are being utilized extensively during the technical training of recruits.

#### **Navy**

The intake qualifications of all sailors have been enhanced w.e.f. Aug 2007. All the Matric trades have been enhanced to Senior Secondary (10+2) and the Non Matric Trades (except Topass sailors) have been made Matric. Even the Topass sailors, who were required to be only literate so far, are required to be Class VI passed now. Consequently, the training curriculum and syllabi in the service has been revised in tandem with the higher educational level intake to enhance technical education.

#### **Air Force**

Following steps have been undertaken in order to enhance the technical education for other ranks.

- (a) On the job training in Computer application is being imparted.
- (b) Defence Institute of Advanced Technology (Deemed University) at Pune has started conducting a Diploma Course on Information Technology of 13 weeks duration.”

8.6 When asked about the sanctioned and existing strength of officers and PBOR and approximate number of officers and PBOR being sent for various types of training in Army, Navy and Air Force, the Ministry of Defence in their written reply furnished the following information:-

“Sanctioned and existing strength of officers and PBOR in Army, Navy and Air Force:-

	<b>Officers</b>			<b>PBOR</b>		
	<b>Sanctioned</b>	<b>Existing</b>	<b>Shortage</b>	<b>Sanctioned</b>	<b>Existing</b>	<b>Shortage</b>
Army	46614	35495	11119	11,05,038	10,97,021	8017
Navy	8945	7586	1359	51313	48286	3027
Air Force	12120	10768	1354	130992	118336	12656

Approximate number of officer and PBORs being sent for various types of training per year:-

	<b>Officers</b>	<b>PBORs</b>
Army	8670	18,700
Navy	407	2320
Air Force	305	7200

8.7 Replying to a question as to how shortage of Officers/PBOR leads to shortage in the training strength in all the institutions, the Ministry of Defence in their written reply stated:-

“In the Army, shortage of officers coupled with deployment on operational tasks in Counter Insurgency/Line of Actual Control/Line of Control, impacts the training strength in training institutions. The existing shortages do not lead to under subscription of in-service courses in the Air force. In the Navy, while the shortage of induction targets has a bearing on the strength of trainees undergoing training, the training is not affected by the overall shortage of officers and sailors.”

8.8 Explaining the constraints of manpower to spare more for training, the representatives of Naval Headquarters, during oral evidence stated: -

“My task is to man a Navy and the front end of the ships have to be manned first, the fighting end. Once we do that, then we spread the balance manpower in manning the other places to run the Navy. So, perhaps, if manpower accretions come the way that we expect them to, we will be able to spare more personnel for training effort and that should also further improve the quality of training that we have.

8.9 In reply to a specific query regarding training capacity of services in case shortage of vacancies are filled up in one time induction, the Ministry of Defence in their written reply stated:

“The present cadre shortages are primarily due to the one time sanction of 12,676 posts. These posts cannot be filled up in one year due to the limitations of training capacity and problems of cadre management which arise due to large one time inductions.”

8.10 On being asked the adequacy of the training institutions and need to expand them, the representatives of the Air Force during their deposition before the Committee stated:-

“The Air Force Academy is training for the basic stage only, the basic flying stage. After that the Pilots are trifurcated and sent out to various training systems to Hyderabad or Bangalore for specialised training, so, we have the infrastructure to train the number of pilots. At present, the present system is adequate. If the intake increases, definitely, we would have to expand the infrastructure. The plan is already there. We have already taken it up with the headquarters and they, in turn, have taken it up with the Ministry to increase at least one squadron about 120 cadets. We can increase on squadron of 120 cadets without very large increase in infrastructure.”

8.11 The representative of Air Force further stated:-

“.....You are well aware that for the present time the infrastructure is adequate. Of course, it is being upgraded in terms of computers, better learning systems, simulators, etc. but for the future, we will be short. Our strength of the intact depends on how much infrastructure we have; how many people at a time can we take on. For this we have already taken up for increase of infrastructure to the tune of about Rs.540 crore as far as our training institutes are concerned but you will also appreciate that it takes time and during that time our requirement will keep increasing. So we will be a little short by four to five years in terms of capacity percentage”.

## **Infusion of Hi-Tech Training and Infrastructure in Army**

8.12 As regard the infusion of hi-tech training and infrastructure in Army, the Ministry of Defence furnished the following information in their written note:-

“Advent of modern technologies has impacted method of training in a significant manner. Simulators and computer based training procedures have brought about changes in syllabus and duration of training capsules. Latest technological advances for improving training standards of cadets/recruits in the Army are continually being implemented. Electronic targets have been introduced in firing ranges. Computerised small arms training systems are being used for realistic sub unit level training in battle craft. Modern audio visual systems are given wide usage in all the training centres of the Army. Computer labs, Computer based training packages and use of Internet is being given special emphasis in all training centres of recruits/cadets. Computerised modern training aids like small arms training system, simulators for practice on Air Defence target, computerised war gaming with realistic casualty ratios of men and equipment factored in, suitably imposed on terrain parameters have been introduced in the last few years. In addition, wide varieties of other simulators like driving simulators, control of fire, mortar trainer etc have been introduced over a period of time. Highly specialised state of art simulators are also being used for training in complex weapons platforms like tanks, helicopters and electronic warfare systems. Moreover ‘War Centres’, are being established, where virtual battles can be fought by adversaries in real time followed by an interactive sessions to bring out the lessons learnt. Policy on implementation of e-learning in Army was issued in August 2005. It envisaged implantation of e-learning in three phases. In first phase, selected course material is being converted in electronic form and made available for non contact distance learning. In the second phase, manpower will graduate to web based learning. The third phase i.e. by 2012 is intended to have completely interactive virtual classrooms. E-learning would endeavour to encourage web based training and deliver digitised course material to the officers posted far away from training establishments, thus, saving on number of man hours wasted in to and fro journey to the training institutions. To provide necessary impetus to implementation of this important tool for training an IT Advisory Group has been constituted by DGIS on the orders of the Vice Chief of Army Staff (VCOAS). Various boards of officers have been convened to speed up implementation of different facets of e-learning. Various training institutions have commenced the process to identify the course content which can be converted to digital format. In addition, courses for higher level technical training are also being subscribed to in various Indian Institutes of Technology, Indian Institutes of Science for providing opportunities to selected officers for upgrading their skills by admissions in Post Graduate Degree courses. IIT, Kharagpur is also offering PhD in certain niche technology to defence officers.”

8.13 On being asked about the need for expansion/restructuring of training institutions to meet out the shortages, the representative of Army stated during oral evidence:

“I will tackle this in two phases. One is the training for PBOR which starts from the basic military training, goes on to specialised skilled training, upgraded training and subsequently super-skilled training. Now, we are constantly revising all these training and as of now, we have gone for the format of e-learning which will be in place in the next couple of years. It will not only shorten the training duration but also enhance the capability level that will come through with it. Simultaneously, we are also seeing that the basic entry level of PBOR has been enhanced. At the entry also, we are making them to take a written test which was not there earlier. Now the entry level is also better and we are constantly in the process of revising the establishment and the training system. As I said, the most important thing is that e-learning will be introduced in a couple of years.”

8.14 When asked to explain the reasons for long time taken for introduction of e-learning, the Vice Chief of Army Staff during evidence stated as under:-

“There are no constraint in the training”:

### **Delegation of power to Army Headquarters for purchasing equipment**

8.15 On being asked about the aspects relating to availability of infrastructure and speedy decision making, a representative of Army stated during oral evidence:

“Available infrastructure is not adequate. We need to increase and increase it with speed. The decision-making is the one that is taking place. Decision making should be decentralised so that you can move in a faster time-frame”.

8.16 In reply to a question about the utility of high-tech infrastructure in reducing deployment of manpower and effective surveillance, the representative of Army deposed as under:-



“With regard to infrastructure that will have to come up within the Army, especially high-tech infrastructure, they must be decentralised up to the Army headquarters. ....I will give an example of technology in 3 Corps. We recently got Electronic Warfare (EW) equipment. Now with the help of this EW equipment which is state of the art we are able to pinpoint eight figure grid reference in case a terrorist or a militant is making any particular intercept. Based on that, I make a UAV run. The UAV’s live input is coming into my computer or in my Ops Room. Simultaneously it is going to the Ops Room. The hit squad is sitting there. Now it is confirmed by two different sources - the EW and the UAV which is also giving you the picture of the thing. The hit squad goes and eliminates. Only ten men are required to finish those three people. Earlier, we had a coordinate of five kilometres of mountainous and jungle terrain. We sent one brigade to look for a needle in the hay stack”.

8.17 Asked about the need for better infrastructure, the representative of Army deposed as under:

“There is a need to upgrade these with better infrastructure, technology and facilities. Some newer projections have also been made – like the JCO and MCOs academies are being raised. Joint training is also being given the impetus”.

8.18 Further clarifying about I-Tech track and its effect to reduce cost of training, the representative of Army stated:

“This is the training. What I am trying to say here is that training is the real shadow of war. In case, it is not made as dark as possible, then, we will suffer. Therefore, it is going to be costly but in the long run if we have simulators, war gaming and various other IT infrastructure, it would turn out to be cheaper”.

8.19 On being asked about the availability of the training equipment like simulators and other IT infrastructure, the representative of Army stated as follows:

“They are coming in but it is taking time. Actually, the first line equipment is so costly and thereafter, the replacements are not coming. So, therefore, these simulators are required wherein he acquires certain amount of efficiency and then, he has the feel of the actual equipment and he goes. These are the things that are already coming in. We are also looking at delegating the authority or the powers or the workload of the officers to them. We are trying to train our officers in a manner that they adapt themselves to the technical aspects of warfare in such a manner that they can relieve the officers in the discharge of their duties.”

### **Depleting Strength of Field Firing Ranges**

8.20 During the evidence before the Committee on 4<sup>th</sup> December, 2007 representative of the Army stated that due to non clearance of forest land and Supreme Court Judgement thereon, training to combat forces were being affected adversely. In this context, the Ministry of Defence, in their written reply stated as follows:-

“At one point of time, Army had a total of 104 Field Firing Ranges (FFRs) comprising of 12 acquired Ranges and 92 notified Ranges. However, in case of 52 out of the 92 notified Ranges, the relevant State Government notification has expired, leaving only 40 notified Ranges available to the Army for carrying out field firing practices. Consequent to the enactment of Forest Conservation Act, 1980 and Supreme Court rulings in 2002, it has become binding on State Governments to obtain the clearance of Ministry of Environment and forests to permit use of forest land for non-forest use. Though field firing by Services is not mentioned as a non-forest activity under the Forests Act, it is considered as such. Accordingly, the Army is liable to pay huge amounts as Compensatory Afforestation and Net Present Value for obtaining the re-notification of the Firing Ranges by the concerned State Governments. Due to progressive de-notification of Firing Ranges, availability of training areas is gradually decreasing. By 2014, it is expected that only 7 notified Field Firing Ranges would be available to the Army for training. Ministry of Defence has initiated the process of consultation with all stake holders in order to find a mutually acceptable solution to the issue”.

### **Infusion of High-tech Training in Indian Navy**

8.21 Explaining about the arrangements made for training of Naval Personnel to handle the state-of-the-art equipment, the Ministry of Defence in their written reply stated as under:

“The Indian Navy has a two-tier training pattern to meet its objective to train the man for his next job, just enough, just in time’. This comprises of Ab-initio training and Advance training and specialization courses provided only to those capable of shouldering greater responsibilities and with a potential for further promotions. The training of officers is generally broad based with an integrated approach as the officers are required to shoulder leadership and managerial responsibilities at every stage of their career. The sailors are vertically specialized primarily due to their limited responsibilities and shorter duration of initial engagement as compared to the Officers. Broad based capsules on leadership and management are provided to selected sailors prior to their promotion to higher ranks. The training for officers and sailors are undertaken as Ab-initio Training – Officers, Specialisation Courses (Officers), Ab-initio Training (Sailors and advance Courses (Sailors))”.

### **Modernisation of infrastructure and infusion of Hi-tech Training in Indian Navy**

8.22 The training curriculum and methodology is reviewed continuously to keep pace with advancement in technology, introduction of new generation equipment and systems and enhanced qualifications of the personnel. Consequently, adequate thrust is given to Simulators and Computer Based Training (CBT) in the Navy. According to Ministry of Defence, some such areas are as follows: -

- (a) “Simulators generate various real time scenarios, which in turn enable the operators and maintainers to have a practical experience of the equipment. Although simulators cannot be a substitute for live equipment’ they are an effective training aid. The simulated training is subsequently reinforced with the On Job Training on live equipment. All training establishments in the Navy have been installed with simulators for the major systems/equipment.
- (b) The CBTs are comprehensive, exhaustive and contain modules to suit various levels of training. The development of these CBTs is aimed at giving an insight into the highly complex equipment/weapons using extensive animations; real life videos shot onboard the naval ships, drawings, circuit diagrams and text. The CBTs have proved to be excellent training aids for all levels of trainees for equipment. Each establishment has been provided with adequate Computer Aided Training Packages which are updated and supplemented with additional packages on required basis.
- (c) New Induction Training Committee has been institutionalised to ensure concurrent creation of training infrastructure like working models, simulators, CBTs etc. with induction of new systems and equipment.”

8.23 As regards status of completion of new Naval Academy at Ezhimalai, the Ministry of Defence in their background note stated:-

“The new Naval Academy at Ezhimalai is scheduled for completion in 2009. The academy would have state-of-the-art facilities to undertake enhanced training for cadets of the Navy, Coast Guard and the friendly foreign countries. Modernisation of training infrastructure is an ongoing activity that is linked to technology updates and induction of modern hardware into the Navy.”

8.24 Regarding modern equipment procured by the Navy during the last five years and adequacy of trained manpower to man these equipments, the Ministry of Defence in their written reply stated as under:

"In the X Plan, following type of ships were inducted in the Navy: -

- |     |                              |    |
|-----|------------------------------|----|
| (a) | Frigates/Corvettes/LST (L) - | 08 |
| (b) | Coastal Defence Boats -      | 11 |
| (c) | Ocean Going Tug -            | 01 |

In 2007 following platforms have been inducted: -

- (a) Landing Platform Dock INS Jalashwa.
- (b) Landing Ship Tank (Large) INS Shardul.

**Ships/Submarines under Construction:** At present a number of ships/submarines are under construction at Indian Shipyards namely GRSE, CSL, MDL, GSL, Alcock Ashdown Gujarat Ltd. In addition, aircraft carrier, Ex-Gorshkov is undergoing repair and refurbishment and three ships of follow on Talwar class are under construction at Russia.

**Aviation Assets:** Growth of naval aviation in consonance with the envisaged expansion of the Navy's surface assets has also been planned. Accordingly, SRMR aircraft, light/UH3H utility helicopters and UAVs have been inducted in the last five years. A number of measures have also been initiated for the modernization of naval aviation with planned induction of carrier borne fighter aircraft, MR aircraft, helicopters and UAVs.

**Induction of Force Multipliers:** In so far as replacement of old equipment, induction of new equipment and force multipliers are concerned the following measures have been taken: -

- (a) The Navy is in the process of networking its ships, submarines, aircraft and UAVs with the operational centres ashore.
- (b) The induction of the Joint Venture BRAHMOS anti-ship missiles with long reach and precision.
- (c) Introduction of Barak Anti-Missile Defence system.
- (d) Other advanced machinery, sensors and system have been inducted onboard naval platforms.

**Training Equipment:** As part of New Induction Training Committee a total of 15 equipment consisting of simulators for gunnery systems, communication equipment, radars and side scan sonar simulators have been procured to ensure that naval personnel are adequately trained to exploit the equipment installed on the frontline warships."

8.25 Comptroller and Auditor General (C&AG) in Report No. 5 on the Union Government Defence Services for the year ending March 2007 has observed the following shortcomings in so far as training in Navy is concerned:

“A simulator replicates the control room of a submarine and generates real time drills and emergencies that one may actually face at sea. A Submarine Control Simulator (SCS) for the ‘Z’ Class of Submarine was commissioned in May 1989 at a shore unit. Audit observed that since November 2002, no practical training is being conducted on the SCS as it has become unsupportable due to obsolescence and lack of product support for the equipment. Though four years have lapsed, the issue of procurement of a new simulator is pending with the Ministry. Non-availability of the simulator has adversely affected the operational training of the submarine crew as well as On-the-Job training.”

**Enhancement of Intake Qualification and Revision of Training Curriculum:**

8.26 Keeping pace with the advancement in educational base in the country and the availability of better talent and the skills required to man the future technology, it has been decided to enhance the intake qualifications for all personnel. On being inquired by the Committee about the training facilities being offered in the Indian Navy and the issue regarding upgradation of training establishment, the Vice-Chief of Naval Staff, in his oral deposition before the Committee stated: -

“..... At least, the Army have the same technical cadre like ours but they have a problem. They want to catch the people young. Sir, we want technically qualified people. That is the difference. As it is we get a person to work on a warship which is the first basic level of requirement for an officer. He is available after five and a half years from joining the NDA through various training process that he goes through. With this new scheme of B.Tech., it might go up by another six months but we can reduce his further training. As you are aware, we have various traits of training. After the initial basic training, there is upgradation training every five to ten years till the level Commodore. As far as sailors are concerned, we have the artifices and non-artifices and they all sign in for an initial engagement of 20 years and they go through the various processes of training. The artifices are the backbone of our technical plant because they maintain all the equipment and all these things. They are fairly satisfied with their entry. As far as non-artifices are concerned, they are in the other branches. We are now taking in 10+2 for sailors. So, the entry is same for officers and sailors now. These are only training processes that is going to convert that candidate to an officer cadre and the sailors but it will be modified from what it is now. We will try and get him up to a technician level so that he can be more satisfied with his job.”

### Infusion of Hi-tech Training in Air Force

8.27 Present Status: The flying training system is currently undergoing a transition, both in terms of re-equipment through fresh inductions and gearing up for enhanced intake requirements in keeping with present and predicted shortages. The Hawk aircraft will be inducted into the Indian Air Force shortly with flying training during the year 2008. 18 OFIs and 62 ab-initio Indian Air Force trainees have already completed their training in United Kingdom while 10 trainees are undergoing flying training in UK. Simulators for Hawk aircraft will also be inducted while CPT/PPP project which had been put on hold by the Ministry of Defence midway has now been cleared.

8.28 As regards infusion of hi-tech training in Indian Air Force, considerable breakthrough has been achieved. A sizeable number of officers and men have attended seminar and courses abroad as indicated below: -

SI.No.	Name of the country	Number of officers
(a)	Bangladesh	06
(b)	Brazil	01
(c)	France	07
(d)	Indonesia	01
(e)	Poland	01
(f)	Thailand	01
(g)	UK	31
(h)	USA	19
	<b>Total</b>	<b>67</b>

Courses: The ab-initio training in Indian Air Force for officers as well as airmen is highly structured. The *ab-initio* training for the airmen has recently been restructured by introducing 'Just-in-Time' (JITT) concept. In addition to *ab-initio* training, officers and airmen of the IAF are imparted in-service training to update their knowledge level. The various courses, which are, equipment specific, branch/trade specific or generic in nature, are conducted for Indian Air Force personnel at various stages of their career. Some of the advanced level courses conducted for officers are covered at subsequent paragraphs: -

(a) Post-Graduate Engineering Courses: The officers of Aeronautical Engineering branch of the Indian Air Force are deputed to various Indian Institutes of Technology, Indian Institute of Science, Bangalore, DIA T, Pune etc. for two year long PG courses in various disciplines. Every year upto 28 AE branch officers are deputed for such courses. The various areas of specialisation include Aerospace/Aeronautical Engineering, Rubber Technology, Maintenance Engineering, Armament Technology, Communication Engineering, Computer Science, RF & Microwave Engineering, 'Special Weapons Technology, Microelectronics, Integrated Circuits etc.

(b) Technical Staff Officers Course: In addition to above mentioned Post Graduate Engineering courses, the AE branch officers are also deputed for 1 year long Technical Staff Officers' Course (TSOC) at DIAT, Pune.

(c) Major Infrastructure: The following major infrastructure is foreseen by 2014: -

- (i) An additional training base in reasonable proximity of Bidar to accommodate enhanced training requirement.
- (ii) Instrumented firing ranges to support flying training as applicable.
- (iii) Networked and integrated simulators to optimise utilisation.

8.29 In a written brief to the Committee, a representative of the Indian Air Force stated as under: -

"..... the National Defence Academy Institution located at Pune conducts combined training for three years for the cadets selected for Army, Navy and Air Force. Apart from the NDA, the IAF also inducts men and women trainees directly from university graduates as also from amongst suitably qualified airmen.

- (a) Pre-commissioning flying training is conducted in two stages. The first stage or stage-I, common for all trainees of the flying branch has a syllabus of 72 hours flown in 24 weeks on the HPT-32 and is conducted at this Academy.
- (b) At the end of this stage, trainees are trifurcated into Fighter, Transport and Helicopter streams and move on to Stage-II. Fighter trainees move to Fighter Training Wing (FTW) at Hakimpet near Hyderabad and fly approximately 87 hours in 24 weeks on the HAL built Kiran Mk-I jet trainer. Helicopter trainees move to Helicopter Training School (HTS) also located at Hakimpet and fly 65 hours in 24 weeks on the HAL built Chetak helicopters. Transport trainees move to Fixed Wing Training Faculty (FWTF) at Yelahanka, Bangalore, and fly 78 hours in 24 weeks on the Hindustan Aeronautics Limited built Dornier-228.
- (c) On successful completion of Stage II the trainees are awarded 'pilots wings' and 'Presidents Commission' as Flying Officers. After the award of wings and commissioning, the officers have a further 6 months of Stage III training.
- (d) Fighter trainees move to Bidar and fly 85 hours in 24 weeks on the Kiran MK IA. Helicopter trainees fly 65 hrs. on either the single engined Chetak or the twin engined Mi-8 and thereafter move on to operational squadrons. Transport trainees fly 78 hours on the Dornier, Avro or AN-32 aircraft at Yelahanka before moving on to operational squadrons.

**Navigation Stream:** Navigation training is carried out in three stages. Ab-initio Stage-I navigation training (ground only) is conducted at Air Force Academy. Stage-II Navigation Training consists of 89 hours in 29 weeks, on Avro aircraft and is conducted at Navigation Training School (NTS), Begumpet. Post commission Stage-III training comprises of 46 hours in 22 weeks on An-32 aircraft at Yelahanka after which the officers are bifurcated to Nav (Weapons Systems Operator) and Nav (Transport). The Weapon Systems Operators are employed in rear seats of Air Superiority Fighters (ASFs) like the Su-30 MKI.

**Non-Tech Training:** Training for ground duty branches, *i.e.* Administration, Logistics, Accounts and Education is conducted at Air Force Academy. After 16 weeks of joint training, trainees are specialised in their respective disciplines for another 32 weeks before they are commissioned. Selected officers of Administrative branch undergo Air Traffic Controllers training at AFA. Fighter Controllers are trained at the Air Defence College, Lucknow. Selected post graduate trainees for the meteorological branch undergo 48 weeks of ab-initio training at AFA and Air Force Administrative College (AFAC).

### **An Overview of Airmen Training**

Individuals selected to join the Indian Air Force as airmen in different trades are initially trained jointly for 12 weeks at Administrative Training School, Belgaum. This, called the Joint Basic Phase Training (JBPT), facilitates uniform transition from civil to military way of life and helps to develop a degree of camaraderie before they are streamed to different institutions for specialised training. Considerable emphasis is laid on inculcation of military values and character building. Airmen trainees undergo another 12 to 68 weeks, of ground training at respective training institutions, before they are posted to field units or stations. Approx 40 trainees join the Joint Basic Phase Training (JBPT), having being specially recruited for the Commando Force of the Indian Air Force, known as the Garuds. They undergo various specialised capsules of training with other special forces of the country, before being deployed at sensitive locations.

While the Air Force need to increase its manpower for the reasons just mentioned, we are constrained to carry out this increased induction over a longer period in a phased manner, due to a shortage of training aircraft and existing infrastructure.

#### Shortage of Training Aircraft

- (a) HPT-32
  - (i) The ab-initio trainer is the HPT-32 piston-engined propeller driven ac, which is flown here at Air Force Academy as well as the Flying Instructors' School at Tambaram, near Chennai. This HAL manufactured aircraft was inducted in 1987 and has been beset with engine and related maintenance problems since long. Apart from this, it is a rudimentary basic trainer aircraft, without modern instrumentation and avionics.
  - (ii) We presently have 124 HPT-32 aircraft out of the 131 originally acquired. These need to be replaced with at least a similar number of Basic Turbo-prop Trainer aircraft, to sustain the increased ab-initio training task of approximately 300 trainees and upto 120 Qualified Flying Instructors per annum for the next eight to ten year. The Air Force is in the process of taking up a case for their replacement with state-of-the-art Basic Turbo-prop Trainers (BTTs), which are available off the shelf abroad. Hindustan Aeronautics Limited did make an attempt to come up with a BTT called the HTT-434, which was unsuccessful.



(b) Kiran: This intermediate jet trainer of the mid-70s has served the Air Force well for over thirty years and is slated to end its life by 2012. It is currently plagued with spares problems and hence low availability, apart from lacking modern navigational aids and avionics. Its replacement is the Hindustan Aeronautics Limited's Intermediate Jet Trainer (IJT), which is grossly delayed. Twelve Limited Series Production (LSP) aircraft have been ordered by the IAF, which are not likely to be ready before 2010-2011, due to air controls, engine and weapons integration problems. These LSP aircrafts have been planned to be utilized by FIS, Tambaram. Subsequent series production is not likely to commence before the year 2012."

8.30 As regards availability of Intermediate Jet Trainer (IJT) for training, a representative of Air Force Headquarter during his deposition stated:

"There was a query about the status of IJT. It is a new trainer that we are supposed to get because we are running short of our training facility. The Kiran aircraft is slowly phasing out. It is living out its life and we are running short at the moment. The Hawk trainer is there already established in Bidar and we are getting the fresh stock. The full complement is yet to come in. The first course on the Hawk has started on the 1<sup>st</sup> of July. They have started the ground training and the brand new cadets will start flying on the Hawk as of 4<sup>th</sup> of August..."

8.31 Regarding adequacy of aircraft for training, the representatives of Air Force Head quarter stated during evidence:

"HAL is to supply the aeroplanes for the training. I can take in 50 more cadets but I do not have the aeroplanes, because we are flying per hour. We have so many institutions. I can provide institutions and I can provide instructors also but I have just a physical limitation concerning the number of hours in a day. If the HAL produce more aeroplanes, I can do the flying."

8.32 When asked whether there was any crash of Hawks, the representatives of Air Force headquarter stated:

"That is right, Sir, we had a crash. The crash was on take off. As far as the pilot was concerned, he was trying to make some corrections. They were doing a pair take off, two aircraft together. Number Two is the one who crashed. He was trying to avoid the other one. He had gone a little too close and he had turned away and came too close to the ground. Thereafter he skidded off to one side. Because of that, one of the pilots has ejected and the other stayed with the aeroplane. They were both injured but they are okay. The court of inquiry was completed on that."

8.33 On being asked about the number of candidates that can be given flying training, the representatives of the Air Headquarter stated:

“At the moment, we have a capacity of training of 130 cadets that is a figure that we worked on. We were 110 last year. We have increased it to 130. We are working to full capacity. Leave is limited. You get one week break in between semesters/terms. Actually the system is working very tight. We are not getting really enough time.”

8.34 When asked about the additional aircraft required for the training, the representative of Air Force Headquarters stated:

“We have asked for 85 IJTs. The first IJT actually should have come a couple of years back ago but is going to come end 2008, Limited Series Production Aircraft (LSP) will start coming to us in 2009.”

8.35 On being asked by the Committee about the problems being faced by the Air Force in terms of accommodation, simulators, training methodology, etc., the representative of Air Force during presentation stated as under:-

Accommodation: Air Force Academy, the alma-mater of officers of all branches of the IAF, is fairly well established to take on ab-initio flying, technical and non-technical training of the present strength of trainees, in terms of working and living accommodation as well as other resources like aircraft, airspace, instructors, classes, training aids, etc. However, with the slated increase intake of trainees, there is an urgent need to construct additional classrooms for the Ground Training (GT) Faculty and a new ATC Officer Training Establishment (ATCOTE), along with a new or No.2 Flight Cadets' Mess and living accommodation for foreign trainees as well as Instructional staff, Airspace at this training base will also be a limiting factor, if trainee strength is increased. Most training Institutes at Air Force Station Jalahalli in Bangalore are housed in vintage, world War-II POW barracks, as is the prestigious Air Force Technical College also located there. Projects to replace these age old buildings with modern centres of learning are underway.

Simulators: Synthetic training equipment or Simulators in military flying training are extremely useful. As the cost of flying training increases, so does the importance of simulation in the training syllabus. For many years, the IAF has lagged behind in this aspect, probably because of their prohibitive initial costs as well as lack of indigenous development in this field. We have recently started addressing this short coming in our approach to training, with Cockpit Procedure Trainers(CPTs) and Practice Procedure Platforms (PPPs) for older ac and full-fledged simulators for new inductions. Simulator training as a rule is now dovetailed with the overall flying syllabus, with good improvements accruing in both quality of training as well as overall effectiveness. The CPTs and PPPs for our training aircraft like the HPT-32 and Kiran were manufactured and installed in 2006 by a private vendor, who was thereafter blacklisted by the Ministry of Defence. This has caused a temporary setback to our efforts in integrating simulator training with flying syllabi, as some of these simulators are presently not functional. This situation is likely to improve shortly.”

## **Training Methodology**

### **Officers' Training:**

(a) Flying Training: In order to induct trainees into their respective streams and commence their specialised training earlier, trifurcation into Fighter, Transport and Helicopter streams was advanced to the end of Stage-I flying training, w.e.f. the year 2002. This is in consonance with the military aviation training ethos worldwide, with the added benefit of cost-saving by replacing a common Stage-II or Advanced Stage of flying training for all, with a specialised one for each stream. Similarly, in Fighter training, with the long-pending induction of the Hawk AJT into Training Command (at AFS Bidar) this year, the time-frame of inducting a young trainee into an operational fighter squander would be reduced by as much as six months. The aberrations of having to train young fighter pilots on high-speed Mig-21 immediately after the slow Kiran jet trainers will now be addressed, apart from ensuring safer and better quality training on the Hawk ac with its state-of-the-art technology and systems. This will also ensure smooth transition to modern fighter ac.

(b) Distance Learning: Training Command has introduced the modern concept of Distance-Learning for officers of all branches of the IAF since the year 2005, for all in-service courses. This was done primarily to cut down the prolonged non-availability of officers in the field or fighting units and stations. Along with this, the mandatory in-service courses were also tweaked and refined so as to impart only the requisite knowledge for each level of experience. Under Training Command, CAW at Secunderabad, AFTC at Bangalore and AFAC at Coimbatore are the nodal Institutions entrusted with conduct of Distance Learning as well as short Contact Programmes for all offices of the IAF.

### **Airmen Training:**

- (a) Almost since inception, the IAF had followed a one-year training period for non-tech and two years for tech tradesmen. After this, they underwent type training specific to the ac or system employed on, apart from On-the-job Training(OJT). This system of training covered a broad spectrum of subjects, much of which did not necessarily find application in their actual job. To address this anomaly, a Modular or Capsule-based training pattern was conceptualised as Just-in-Time Training or JITT, wef 2005. Under this pattern, specialised, joint-specific training is imparted to the target group for short durations, ensuring early and optimum availability of adequately qualified personnel in the field units and stations.
- (b) Airmen are then periodically brought back to specialised Training Institutions, to enhance their skill sets and knowledge base as required. This also addresses upgrades in technology or equipment being inducted. Although there has been a marked improvement in efficiency and availability of trained manpower, the full potential or efficacy of this Training pattern is yet to fructify.

(c) While modernising our training methodology, we have not forgotten our traditional roots and time-tested 'Guru-Shisya Parampara'. Instructors in the Air Force still resort to the age-old method of sitting down with a group of young trainees and mentoring them whenever required. The AIF has effectively adapted this very effective training method to present day requirements, by starting the 'USTAD' or Ultra Skilled in Trade Ability and Development, for personnel below officer rank. Airmen are tested for their knowledge and practical skills in respective trades annually, by independent Regional Examining Boards (REBs) and awarded grades. A select few 'A' Grade tradesmen in each unit or stn are then made USTADs, responsible to teach and upgrade/develop other below their level of performance. This has resulted in a fair degree of improvement in overall skills.

E-Learning: Akin to most modern centres of learning, the IAF too has embarked on this latest training aid in a big way. All distance learning content for In-Service courses is made available through CDs as well as accessed from web-sites/portals on-line, wherever feasible. Once the high-speed, broadband, multi-media capable AF Net becomes operational shortly, student officers would be able to submit assignments, appear for tests and even interact with instructional staff on-line through video-conferencing. This is likely to become a revolutionary training aid in the near future".

### **Comptroller and Auditor General's comments on Training of Pilots**

8.36 Comptroller and Auditor General (C&AG) in his report No. 5 on the Union Government Defence Services for the year ending March 2007 has observed that certain lacunae so far as training of pilots in Indian Air Force. These are as under:

"Training of Pilots in Indian Air Force (IAF) is a complex process right from their recruitment to their ab-initio, intermediate, advanced and operational stage training. The training consists of ground training, flying in simulated conditions and actual flying in basic, sub-sonic and supersonic aircraft. This Performance Audit sought to review the training of pilots in IAF in terms of requisite capability and adequate capacity to meet the required force levels. Some of the salient findings are given below:

**Highlights:**

- IAF has not formulated any long-term training plan for pilots of fighter and other streams for developing an effective training strategy consistent with its long-term strategic objectives, desired force levels and technological changes. The interim training plans for short periods of two years have led to short sighted decisions impacting quality of a pilot training.
- The number of pilots trained in various streams during 2001-2006 was much lower than planned targets indicating that either the training targets did not take into account constraints or IAF failed to ensure adequate intake of pilot trainees through an effective recruitment strategy.
- IAF's requirement of trained pilots will substantially increase during 2008-2018 to meet expansion needs of IAF squadrons, and fill up back log vacancies and also the vacancies arising from high attrition rates in recent years. IAF has not implemented any effective training strategy for meeting the increased intake requirements by addressing problems related to limitations of air space/runway occupancy and other infrastructural constraints.
- The number of pilots failing to complete their training successfully was significantly higher than the assessed average wastage rates in 45 per cent of courses. There was also lack of continuity in the transition of a pilot from initial training to intermediate and advanced stages of training in terms of quality, technology and avionics of the trainer aircraft used.
- Need for improving quality of pilot training was highlighted by the fact that 42 per cent of 276 aircraft accidents reported during 1995-2005, were attributed to human errors.
- IAF lacks adequate number of state-of-the-art aircraft for imparting pilot training. HPT-32 aircraft used for Stage I training is technologically outdated and beset by flight safety hazards. In spite of the loss of 11 pilots and 15 aircraft, it continues to be used today. Further, HPT-32 does not aid in smooth transition of trainees to the next stage of training.
- Limited availability of Kiran fleet has resulted in important training like tactical training and low level navigation being denied to cadets of various streams before trifurcation. This constraint has also resulted in insufficient inputs to the trifurcation board for assessing suitability of trainees for fighter, helicopter and transport streams.
- Intermediate Jet Trainer (IJT) for Stage II training will not be available in the near future. Delay in timely completion of development and induction of IJT would adversely affect the training of pilots and over-exploitation of Kiran fleet.
- IAF took almost 25 years to induct the Advanced Jet Trainer (AJT) which is critically required for smooth transition from the basic trainer to a high technology aircraft. This was in spite of several recommendations and direct linkage of accidents to the absence of an AJT.

- Training to helicopter pilots continues to be imparted in Chetak helicopters inducted in late sixties, depriving the pilots of training in the latest avionics and flight control systems.
- IAF failed to procure/upgrade simulators for trainer aircraft for more than decade thus depriving the trainees of a safe and non-hazardous means of learning to fly these aircraft in a cost effective manner.
- There was delay of more than a decade in finalisation and acquisition of land for reestablishment of weapon training range for two Flying Training Establishments. In the absence of the training range, the cadets have to travel to other locations for range training incurring avoidable expenditure of Rs. 5.77 crore per year.”

### **Inadequate Civilian Instructors in Training and other Technical Institutions**

8.37 When asked about the constraints being faced by various training institutes and the specific steps required to be taken to overcome the same, the Ministry of Defence in their written reply stated:

“The major constraint being faced by the Category ‘A’ Training Establishments of the Army and Tri Services Training Institutions (national Defence Academy, Defence Services Staff College and College of Defence Management) is the deficiency of civilian professional staff. In order to overcome this constraint, a proposal for outsourcing to meet the requirement is being considered taking into account all relevant factors.”

8.38 Regarding the constraints of Infrastructure, the representatives of Army Headquarters during oral evidence also stated as under:

“We have another problem. We are increasing the infrastructure in OTA, IMA and NDA. Buildings will be constructed for which funds have been released. The problem is of manning it. We require lecturers. Some of them have to be civilians, and we are short of them. We want to outsource it. In the Parliament, the Raksha Mantri has already stated that we would outsource it. The Ministry of Finance said that we could outsource it. We do not know under which head we can deduct that amount and what is the amount. As of now, what has been sanctioned is class C & D employees. These are certain functional problems that we are having. The instructors in the training institutions are not getting UGC scales and that is why they are not coming. All the lecturers who are appointed in not only these but also in technical colleges, they are not getting UGC scales. That is why, they leave these jobs and go away.”

8.39 On being asked about the reasons for not providing UGC Pay Scale to the instructors, the representatives of the Army Headquarters stated:

“The proposal was given to the Sixth Pay Commission also saying that we are not getting UGC scales. It is lying with the Sixth Pay Commission. Similarly, now that you have talked about it, the instructors who go there, when you want to train extra people, we send some more extra instructors to various academies. When additional people are posted for the last five or six years, they are not getting the instructional allowance. People are doing the instructions as additional people there, but that additional instructional allowance or incentive is not there.”

8.40 Clarifying further, the representatives of Army Headquarter, during evidence, stated:

“They are selected by UPSC but they do not get the UGC scales. So, they do not join the job and we are deficient. When we are deficient, we want to outsource. But we cannot do so because we do not have the funds. Then the UPSC has to go through the procedure once again. They select the new ones. When they send them to NDA, Khadakvasla they do not join because the scales are not as per UGC guidelines. Let me give you an update on the deficiency of instructors in Category A establishments, basically the technical institutions that we have. We have 53 per cent deficiency of instructors. Some of these deficiencies are due to the ten per cent cut ordered by the Government. We have been requesting the Government to lift this cut. The other deficiency existing as of now, in addition to what the Vice-Chief has mentioned, is with regard to the infrastructure. You spoke about the infrastructure. I will tell you about the infrastructure in case of the Indian Military Academy, Dehradun. IMA, Dehradun is structured to train 1650 Gentlemen Cadets in a year. But as of now the total load that the Academy is taking is 1850. We have already taken up a case with the Government looking at the future requirement. We just now spelt out to you how we intend making up the deficiencies which are existing in the officers’ cadre. We want to increase the capacity to 2060. I would request the intervention of the Committee to see if they could expedite the sanction of this enhanced capacity.”

8.41 The representatives of the Ministry of Defence during oral evidence also stated as under:

“Yes, Sir, this is a very contentious issue. Last time, you will recall that when we had gone to visit NDA, this was raised and most of the faculty staff had raised this issue that because they are not getting the additional UGC benefits, therefore, people are not coming to these institutes, like NDA and INA, etc. We are progressing the case to get the additional UGC benefits for the faculty members in these institutes. It will take some time. There are so many cases like that. In fact, last two years, I recall at least six lecturers who got appointment, but then they refused to join. They did not join. This is the problem. This has already been approved by RM and it will be taken up afresh with the Government.”

8.42 Explaining about the training for civilians in Navy, the representative of the Ministry of Defence, during oral evidence before Committee stated:

“I have talked all this while about training of uniformed personnel only. As far as civilians are concerned, perhaps this was an area where enough attention had not been given in the past, but this is an area which has become our focus area in the Navy. We have had a series of conferences commencing 2003 to focus exactly on civilians’ training and civilians’ HRD issues. A number of proposals have emerged from that and these are being pursued. We are making use of existing training programmes which are there in the country to improve the skill levels as well as management aspects for the more senior supervisory staff. The upgradation of training establishments is an ongoing process. One part of it is the equipment induction and other is annual training conferences that we have where they review what happened the previous year and the feedbacks that have been received. We have an excellent system of feedback where every trainee who goes to field, his performance at sea or on the training that he has undergone is kept as a feedback and that also indicates if any correctives have to be applied. That is also done. We keep track with those who have had opportunities for training on equipment abroad when something new is coming to sea so as to see how we can improve things better.”

8.43 Pertaining to the problems of Civilians’ academic staff for training institutions in navy, the representative of the Ministry of Defence, during oral evidence before the Committee stated as under:

“An area of concern that is there in the National Defence Academy is the total number of civilian academic staff that we have. We are authorised to have 122, out of which because of the ARDP, we have been cut by 23 people. So, we are down to 99. Out of these 99, presently I hold approximately 49. So, I am at the level of 50 per cent. It takes me two years from the time we requisition the UPSC to be able to provide academic staff to us to the time that he arrives in the NDA. Two years is the minimum time period over the last five years. They have taken more than two years all the time, but I am saying if you look at the minimum time period when an instructor has been requisitioned from the UPSC and has arrived at the National Defence Academy, the minimum time period is two years, which means that for two years, I have to bear with the shortage. Though we pre-empt, we have already given to the UPSC the people who are going to retire in the next two years, notwithstanding what the recommendations of Pay Commission are likely to be as far as extension of service is concerned, we believe that it is time that the academic staff, I am not talking only of the National Defence Academy, Gen. Goswami is here, he was the Commandant of CME, he will bear me out, they are more than 50 per cent short. The AFMC is almost 75 per cent short. These are the three Service Training Establishments in Pune, which I can talk of because I have the figures. I



have interacted with various Commandants also and I have the figures with me. They also get recruited from the UPSC. I think the first important step that we must take, and I believe must take, is to de-link the civilian academic staff from the UPSC. While it is a Government organization, the Universities today set up their own panels. We could do something very similar with representatives of the Service Headquarters, representatives of the Universities, to be able to form a panel, shortlist the instructors that we want and hold them on contract basis rather than a regular employment which is presently being done. This is an area of concern, as far as we are concerned because we then have to use *ad hoc* employment which has again a short while ago been stopped by the Government. We use many methods to be able to overcome the shortages. But the only real method of overcoming the shortages of academic staff is I think de-linking from UPSC and setting up norms which could be with the Ministry of Defence, and even the Government could set up such norms, under which we will recruit directly. The two years' gestation period is a very, very long period."

8.44 The Committee also visited National Defence Academy Khadakvasla during February 2008. The Committee observed that very important posts including posts of principal and vice-principal were lying vacant for last 7-8 years. There was deficiency of 50% in the posts of instructors which disturbed the academic training to a large extent due to Mode of Equipment and vacant positions not being filled on regular basis. The Committee were further informed that they outsource academic faculties by paying rupees eight thousand per month to the instructors. Therefore, the representatives of National Defence Academy (NDA) forwarded certain suggestions to improve the positions in NDA. These are (i) De-linking from Ministry of Defence/DOPT and UPSC and Empower NDA to appoint selection Committee, (ii) Campus Interview and (iii) use of University System of contract period for five years.

8.45 The Committee are given to understand that another problem of getting civilian teachers or instructors at NDA, IMA or OTA is because of their selection through the UPSC. There had been some delays and there had not been ample intake. There is a huge shortage particularly in NDA. Clarifying on this issue, Defence Secretary, during oral evidence, stated as under:

"We have sought a waiver from the UPSC process for the engagement of some of these teachers. I think that was one of things that was discussed at the last meeting. Not yet. I agree with you that this is a bottleneck. The time taken is far too long and we end up with not enough names".

## Foreign Training

8.46 In reply to a question regarding training abroad, the representative of the Army stated as under:

“Officers are being sent to abroad to get training in new technologies. Considering our size, it is minuscule. It depends on the vacancies. Even for training, one per cent out of 40,000 means 400. We are not sending out more than 100 or 200 people every year.”

8.47 On the issue regarding sending officers to Germany for getting training, the representatives of Army Headquarters stated during the oral evidence as under:

“I have the figures from 2003-04. We have 21 officers out of 36,000. Then, in 2004-05 it was 30 and in the last year they were 100. In regard to the training abroad, as far as our Government is concerned, wherever our officers are being not charged any money for training abroad, they would send only for those courses. This has been one of the biggest stumbling blocks for increasing the total number of persons. That is the major points because as you know we get to send our officers only for those few courses where the Government is expecting the offices, they waive off tuition fees. Wherever they waive off the tuition fee, offices are permitted to go there. Whereas in the case of other courses where we are required to pay, Finance Ministry said no, this is not permitted. This is one of the big lacuna.”

8.48 On being asked about the areas requiring more training and focus, the representatives of the Ministry of Defence during oral evidence stated:

“When we look at the training outside the areas which basically we are looking at are network centric warfare, information warfare, operational research, systems analysis, integrated knowledge, etc. for Germany we did not have anyone from 1999 to 2001 because the requirement was for two years, one year for language and one year otherwise. So, no Service was prepared to spare officers for two years and also the Ministry of Finance was not to give allowances for two years. In 2001, we restarted the course and it was supposed to be rotational – Army Navy and Air Force. So, that has somehow stuck on. This time, they have also give the concession that they can learn the language here. “

8.49 When enquired about the constraint of funds for high-tech training, the Ministry of Defence, in their written replies stated:

“Adequate training grants and specialized grants for technical training are provided to the Technical Training Institutes every year. There has been no shortfall in budgetary provision. Special budgetary provisions also exist for improving infrastructure, special technical projects and the modernisation of laboratories.”

## Joint training

8.50 On being asked about the efforts being made to impart joint training amongst the three services and the need to expand the training institutions and to upgrade them with better infrastructure and other facilities, the Ministry of Defence in their written reply stated as under:

“The concept of Joint Training for all three services commences with the three years of extensive training at NDA, Khadakwasla. This is followed by comprehensive interaction at the junior and mid management levels alongwith civilian Govt. counterparts and Para Military officers, during the courses at the Defence Services Staff College, Wellington and the College of Defence Management (CDM), Secunderabad. The higher echelon of all three services and other civilian and para military force officers then train at national Defence College (NDC), New Delhi. In the interim period between such structure Joint Training endeavours, numerous multi services courses and attachments continue amongst the three services, to ensure a steady and graduated joint training.”

8.51 In response to a specific query regarding enhancement of tri-service training for officers, the Ministry of Defence, in their written reply stated as under:

“Jointness in warfare is the effective integration of the combat capabilities of the three services. The issue of joint-ness and tri service training in the Armed forces is being addressed adequately. The raising of Headquarters Integrated Defence Services and Theatre Command in Andaman & Nicobar Command (ANC) are some significant steps in this direction. The issue of joint training of officers in the Armed Forces is addressed both at the pre-commissioning and in service stage. National Defence Academy (NDA) is the main institution which imparts pre commission training to cadets of all the three services. While in service, formations and units organize war games and exercises besides visits to each other’s stations to enhance awareness and understand each others capabilities and limitations. Further, various Training establishments also impart joint training to service officers at the induction, middle and higher level like Defence Service Staff College, Wellington. The Higher Command Courses of the Army, Navy and Air Force and Higher Defence Management course also contribute to the cause of joint training in a big way. Efforts are on to establish Armed Forces Training Institutes (AFTIs) for Helicopter, UAV, NBC Warfare and Advanced Light Helicopter TETTRA to promote joint training.. Army Helicopter Pilots are being trained at BFTS Allahabad by the IAF. Similarly, Navy and Coast Guard ab-initio pilots are trained at Air Force Academy Dundigal, Naval personnel are also going through UAV Tettra training with the IAF at Bhatinda.”

### **Future vision for imparting hi-tech training**

8.52 As regards future vision for imparting hi-tech training, the representative of the Army during oral evidence stated as under:

“This is what we are looking at, what a soldier should be. Therefore, to meet these requirements we need better qualified people. He will be required to perform various types of tasks. The training level, technological level and the communication levels should be high so that the officer who is standing on the forward post can convey directly to the pilot, there is nobody in-between, and he comes and gives you a pinpoint strike. This mean upgradation of his responsibility, upgradation of technology and upgradation of communication systems.”

8.53 In a written note on need to recruit the finest soldiers, the representative of the Army stated as under:-

“Need to recruit the finest ‘soldier material’ is one the biggest challenge facing the organisation. We have to increase the entry-level education of a recruit in view of modern weapons and technologies being inducted at a rapid pace. This is now feasible in view of increased male literacy rate in the country which is over seventy percent. The requirements is of a physically fit, mentally robust soldier with minimum acceptable education standards so that he can to absorb latest technology. As a result, the combat potential of the Army will increase and result in less expenditure on training. For example, a recruit of German Army is in position to effectively utilise high-tech equipment and weapons with just three months of basic military training”.

8.54 In order to fulfil the above vision, the representative of the Army suggested the following points:

- (a) “Minimum matriculate pass for general duty tasks but majority should be class Twelfth pass.
- (b) They would be required to handle night vision devices, operate sensors and imagers at second/pulse level. Every junior leader and crew served weapon team will have to be in communication.
- (c) Every officer should be able to whistle in an air strike.
- (d) Every Havaldar/Junior Commissioned Officer should be able call in indirect artillery and mortar fire.
- (e) Global Positioning System and surveillance system will lessen fog of war and friend & Foe identification equipment will need to be handled. In fact, this is a turning point for making the Army really lean and mean.”

**PART II****RECOMMENDATIONS/OBSERVATIONS OF THE COMMITTEE*****Human Resource Planning in the Armed Forces***

The Committee's analysis of the statistical information relating to the preceding fifty years as furnished by the Ministry of Defence (MOD) reveals that the shortage of manpower in the officers' cadre has been persisting during all these years in all the three services of the armed forces. These statistics also bring out that the extent of deficiency of officers notably in the army, has assumed alarming proportions after an increase in the authorized strength of officers in the army was made during the nineteen eighties. In fact, the reported shortage of officers in the army stood at a staggering figure of 23.8 percent of the authorized strength followed by 16.7 and 12.1 per cent in the navy and the air force respectively during the year 2007. In terms of the absolute numbers, the deficiency of officers in 2007 was 11,087 in army, 1,493 in navy and 1,366 in air force. While several steps are stated to have been taken from time to time to overcome the problem of shortage of manpower in the armed forces, the Committee are perturbed to note that all these measures have not proved efficacious enough to meet the requirements of officers in the three services particularly during the last two decades. To the utter dismay of the Committee, the MOD have attributed this shortage of manpower in officers' cadre mainly to low priority being accorded to military career by the present day youth due to lucrative job opportunities available in civil sector. The Committee are not inclined to accept this plea of the MOD in view of the fact that a substantially large number of talented youth offer themselves both for competitive examinations conducted by the Union Public Service Commission (UPSC) for recruitment of officers in the armed forces as well as for non-UPSC entries. The Committee's examination of the subject matter and their interaction with the ex-servicemen and experts having experience in this field has brought out that the entire issue of shortage of officers in the armed forces continues to be viewed in isolation without properly appreciating the complexities of the various aspects of the manpower planning and human resource management in all its ramifications resulting in present state of affairs in the armed forces. The Committee have dealt with some of the important areas of concern requiring urgent attention and priority action on this subject and other related issues in the succeeding paragraphs of this Report.

***Assessment of Manpower***

2. The MOD have informed the Committee that the manpower planning in the army is a complicated issue because of the factors like induction and wastage of personnel annually; large number of services within services with varied manpower requirement; wide rank structure with varying retirement ages for different categories; different recruitment patterns for various trades and regions; and above all, uncertainty in planning due to unforeseen and unpredictable circumstances such as wastages due to death; disciplinary cases; medical grounds; and premature retirement and the likes. The Committee are unable to comprehend as to how Ministry could term manpower planning as a complicated issue on account of factors such as annual induction, wastages, large number of services within services etc., since these factors have been in existence for a long time and can easily be anticipated and taken care of well in time by the authorities entrusted with the task of maintaining service records. The Committee also feel that although the wastages due to death or disciplinary cases or pre-mature retirement can not be anticipated, yet these factors can not throw the process of manpower planning out of gear simply because the number of such cases is usually very small. Obviously, the systems and procedures created in the armed forces for this purpose are not sound enough to generate precise information required for proper assessment of manpower requirements. This view of the Committee is strengthened by the findings contained in Chapter-II of the report of the Comptroller and Auditor General of India for the year ended March, 2006 on Union Government (Defence Services), which clearly highlights that there was a mismatch between the authorisation and actual manpower held in respect of PBORs in the army due to incorrect assessment of manpower. In the opinion of the Committee, all these facts are clearly indicative of the shortcomings in the existing system which ultimately have an adverse bearing on the recruitment in a timely manner. They, therefore, desire that the MOD should take appropriate steps to update their systems by utilising the latest technological methodology of digital data base to address the issue of assessment of manpower requirements for induction.

***Persisting shortage of officers***

3. According to the MOD, the deficiencies in the officers' cadre in the Army persist due to attrition of the force levels from time to time and the unpopularity of the military career on account of lucrative alternative options available; frequent transfers; early retirement age based on rank held; and risk factor. The Committee are unable to accept this reasoning in view of the fact that these aspects not only form essential part of military services but also continue to remain the basic tenets on which the manpower planning in military is based. On the other hand, the Committee's examination of the information furnished to them reveals that the shortage of officers have reached unprecedented levels in the range of 23 to 26 per cent only after the authorized strength of army officers was increased by 26 per cent in the nineteen eighties. The fact that the number of officers in the Army has been registering increase albeit marginally during the past two decades is a clear indicator that there has been no reduction in the availability of volunteers for induction in the Army as is being asserted by the MOD and it is only the lack of adequate infrastructure for pre-commission training which appears to be coming in the way of enhanced intake necessitated on account of substantial increase made in the authorized strength. While expressing their grave concern over the failure of the MOD in initiating appropriate timely measures to enhance the training infrastructure required for matching increased authorized strength of the officers, the Committee desire that the MOD should go into the entire gamut of this issue in all the three services and urgently formulate a plan of action for implementation in a time bound manner.

***Encouragement and Motivation***

4. The Committee's examination brings out that there is presently no shortage of manpower for holding ranks other than officers in the Army. The Committee are however, not inclined to accept the contentious reasoning of the Ministry that such shortages in the Navy and the Air Force are within the manageable proportions. Obviously, there is lack of appropriate advance action in making planned induction of manpower in both these Services. Although a large number of potential candidates volunteer themselves for a career both as officers and lower ranks in the armed forces, the Committee feel that there is an imperative need to motivate and encourage the younger age-groups particularly in rural areas by way of wider dissemination of information for raising their level of consciousness about the positive aspects of defence services as well as the criteria of qualifications and the modes of selection prescribed for entry at different levels in various Branches/Cadres of the three services. The Committee also feel that the growing security challenges are becoming primary issues of concern before the nation and every Ministry/Department of the Government have to contribute their share in giving support to the various dimensions of the defence services. The Committee, therefore, emphasise that the MOD should devise multipronged strategies in consultation with the three defence services, important Ministries/Departments having a bearing on the theme and also the State Governments so as to have full impact on the target age-groups.

5. The Committee also feel that it is equally important to simultaneously initiate concrete steps for larger involvement of the three services for imparting pre-selection Services Selection Board (SSB) oriented training in all schools and educational institutions including technical education institutions by utilizing the services of professionally qualified defence personnel so as to supplement the Governmental efforts in disseminating the defence related information especially in those areas where such infrastructure is weak, inadequate or non-existent.



6. The Committee in their 29<sup>th</sup> Report (14<sup>th</sup> LS) had, *inter-alia*, recommended that the sanctioned strength of NCC should be sufficiently augmented with adequate funding to cover all schools/colleges in the waiting list and also those who like to enroll their students. The Committee are convinced about the immense potential of NCC cadets and the infrastructure created for the purpose and they strongly feel that the coverage under NCC needs to be widened within shortest possible time and earnest efforts directed towards optimal utilization of this resource.

7. The Government have established Rashtriya Indian Military College, five Military schools and 22 Sainik schools in various parts of the country to act as feeder institutions for the National Defence Academy (NDA). Although the curricula of these institutions are specifically designed to train the students for entry to the armed forces, the Committee are perturbed to find that a very small percentage of students from these institutions are presently opting for a career in the defence services. The Committee feel that it is high time that the MOD took concrete policy initiatives to optimally utilise this infrastructure created for training the younger generation to prepare them for a career in the armed forces by further strengthening the quality of teaching faculty and providing adequate financial assistance to these institutions as well as to the students selected from economically weaker sections of the society.

***Recruitment Procedures***

8. The Committee find that a number of procedures for recruitment of permanent commissioned and short service commissioned officers through UPSC and non-UPSC modes have been put in place for entry in the combatant and other specialized and allied wings of the three services in the armed forces. However, all the candidates aspiring to become officers have to invariably under-go Services Selection Board (SSB) tests having same format both for combat and technical services. The Committee's examination has brought out that the format of SSB tests has not undergone any major changes in the last three decades except that the process now involves two stages in which the candidates are first screened on the basis of psychological tests and only those who qualify these tests are assessed in the second stage. Although this system is stated to be scientific enough to determine the suitability of a candidate for the armed forces, the Committee have been informed during the evidence that the present system of selection procedure has been examined by a committee appointed by the Chiefs of Staff and its report has *inter alia* highlighted that the "procedures for selection are extremely rigorous". The Committee's interaction with an ex-serviceman having expertise in this field has also brought out that the selection process in the SSB tests is negative in approach and the whole exercise is directed towards finding enough reasons to reject a candidate rather than carrying out an appraisal of his good traits for selection. It has also been pointed out that the most of the assessors hesitate to give clear-cut assessments and keep most of the candidates as border liners implying thereby that the whole selection process is unable to determine suitability of such candidates. Even the Defence Secretary admitted during evidence that some of these tests are rigorous and impracticable and require a "fresh look". These facts lends credence to the Committee's view that the SSB tests for selection of officers in the armed forces continue to be based on antiquated practices and no serious attempt have been made to adopt and implement the modern techniques of selection. While emphasising that

there should not be any compromise with the quality and traits required for serving the Armed Forces, the Committee recommend that an exhaustive review of the selection process through SSB tests should be undertaken at the earliest and latest techniques available for selection of candidates in an objective manner should be put in place to inspire confidence among the candidates volunteering for a career in the Armed Forces. Since a good number of youth coming from rural background face considerable difficulties in communicating in a particular language, steps should also be taken to ensure that such candidates are not subjected to language barriers while assessing their suitability for the armed forces. Needless to say that language and communication capabilities of such selected candidates can be improved to the desired levels while imparting pre-induction training to them.

9. The Committee note that different procedures are being adopted by the three services for recruitment of PBORS/Sailor/Airmen. While Air Force and Navy adopt a system of recruitment on all India basis, the recruitment of PBORs in the army is made through recruitment rallies on the basis of the concept of census based Recruitable Male Population. The Committee understand that the recruitment rallies so held in different parts of the country for recruitment of PBORs attract a large number of candidates. Besides causing inconvenience to the candidates coming for the recruitment rallies, their large number also some times assume unmanageable proportions resulting in stampede as is being reported in the media from time to time. Considering the fact that the recruitment procedure for PBORs involves a number of stages, the Committee strongly recommend that a system of inviting applications in advance for such rallies should be put in place and the eligible candidates called in batches for smooth conduct of selection tests. The Committee are in no doubt that such a system will not only discourage instances of impersonation and involvement of touts but also project a bright image of the defence services.

***Pre-induction Training***

10. The Committee note that while the duration of pre-induction training in the case of graduate level entry for Short Service Commission (SSC) and Permanent Commission (PC) is same in the Navy and the Air Force, the period of such training imparted to graduates of SSC at OTA is only one year as against one and a half years in the IMA for those seeking PC in the army. The Committee have been informed that the training imparted for PC is more vigorous than that of SSC. Taking into consideration the fact that the pre-induction training is imparted for developing the qualities of leadership demanded of every army officer after commissioning, the Committee find it rather strange as to why and how the candidates for PC and SSC are trained differently when they are expected to perform similar duties after being commissioned as officers in the army. The Committee, therefore, desire that the modules and duration of training for graduate level entries for SSC and PC in the army may be thoroughly reviewed with a view to bringing in parity in imparting pre-induction training to them on the lines of practices being adopted by the other two services.

***Pre-Induction Training Infrastructure***

11. As brought out earlier in this Report, the pre-induction training infrastructure especially in the army is inadequate to meet the enhanced manpower requirement of the officers in the armed forces. The Committee have been informed during evidence that a proposal to set up another officers' training institute to meet the training requirement of increased induction of SSC officers in the army has been approved "in principle" but it would require detailed financial approvals from the Ministry of Finance. In the light of the fact that creation of new infrastructure for imparting pre-induction training not only involves huge financial implications but also a long drawn and time consuming process, the Committee strongly feel that earnest efforts should be directed towards large scale and rationalised expansion of existing training institutes in a time bound manner so as to ensure optimal and efficient utilization of these institutions. The Committee are in no doubt that besides being cost-effective, such a step would also put minimal pressure on the manpower required for running such institutions and requisitioned from already depleted strength of the officers.

***Reckoning of training period***

12. The Committee note that the training period is counted towards service in case of PBOR in the armed forces. However, the same benefit is not extended to officers inducted in the armed forces. The Committee feel that there can be no plausible explanation for not adopting uniform practices in this regard and they desire that the period of pre-induction training imparted to the officers in the armed forces should be reckoned as service rendered for the purposes of pensionary benefits.

***Stipend during pre-induction training***

13. The Committee note that the cadets undergoing training before induction as officers are not being paid any stipend except in the case of graduate cadets who are reported to be paid a monthly stipend of Rs.8,000/- during training. The Committee understand that all the cadets taking pre-induction training for joining the armed forces in the officers' cadre do not necessarily come from affluent background and they strongly feel that there is an imperative need to extend appropriate financial support on the basis of their educational qualifications so as to enable them to meet their out of pocket expenses as well as the expectations of their family members. They, therefore, strongly recommend that all the cadets undergoing pre-induction training at NDA or similar institutions must be paid Rs.10,000/- and the graduate entrants Rs.15,000/- as monthly stipend during the entire period of training before being commissioned in the armed forces. The Committee also desire that the MOD should take up this matter expeditiously with the Ministry of Finance at the highest level and impress upon them the need for extending such a benefit.

***Management of Career***

14. In order to improve the cadre mobility and reduce the existing problem of high rate of supersession, the AV Singh committee on restructuring of officers cadre of army officers had *inter alia* recommended that SSC cadre should be enhanced with a corresponding reduction in the regular cadre by making SSC sufficiently attractive so that adequate number of candidates opt for this entry. The Committee have been informed that Raksha Mantri has since conveyed his “in principle” approval on certain proposals/action plans aimed at increasing the SSC entry with a view to restructuring the officers cadre and reducing shortage of officers in the armed forces. The Committee understand that all such proposals including its financial implications are in the process of submission to the MOD for approval. While expressing the hope that these proposals will be expeditiously translated into reality, the Committee would like the Ministry to also consider the following suggestions so as to make SSC more attractive:-

- (i) One of the measures suggested by the AV Singh committee to make SSC entry attractive related to lump sum grant of Rs.five lacs and Rs.ten lacs after five years and ten years of services respectively. The Committee have been informed that a proposal is under consideration for grant of lumpsum amount to SSC officers at the rate of Rs.ten lacs after ten years of service and for Rs.two lacs for each completed year of service beyond ten years. Keeping in view the fact that SSC officers seeking release after rendering 14 years of services in the armed forces would be at such a crucial juncture of their age where they require financial support to meet their increasing liabilities, the Committee feel that the rate of lumpsum amount to be made payable in this case should be kept at the rate of Rs.1.5 lacs for each year upto ten years of service followed by Rs.2.5 lacs for each completed year of service beyond ten years. The Committee feel convinced that such an enhancement would go a long way in attracting larger segments of the youth towards SSC in the Armed Forces.

- (ii) AV Singh committee had also recommended for reduction in number of papers for appearing in civil service entrance examination alongwith age relaxation for SSC officers. The Committee note that the emergency commissioned officers inducted after 1962 war were given such an exemption to appear in the civil service examination and the whole system of such recruitment has since been stopped years ago. They find it rather strange that the Ministry have now put forth the plea that such a proposal at this stage has wider ramifications and is outside their purview. Keeping in view the rich experience and knowledge gained by the SSC officers during their career and the services rendered to the nation by them during prime of their youth, the Committee consider it desirable that appropriate concessions for appearing in civil service entrance examination may be extended to the SSC officers on the same analogy as was adopted in the case of Emergency Commissioned officers. Effective steps should also be taken for introducing innovative schemes for lateral induction of SSC officers into Central Paramilitary Organisation.

15. The Committee note that the substantive promotion upto the rank of Lt. Colonel or equivalent in the three services is made by time-scale on completion of the stipulated period of 13 years of reckonable commissioned service. However, promotion of the officers to the rank of substantive colonel not promoted by selection is made subject to their being fit, only after completion of 26 years of reckonable commissioned service. The Committee's examination has brought out that the rank structure in armed forces being of steep pyramidal shape leaves little scope for the officers to climb up the hierarchical ladder. The opportunities for their promotion are further restricted because of limited availability of training facilities for Higher Command Course. Needless to say that the officers not selected for promotion or for Higher Command Course feels de-motivated which ultimately results in adverse affect on the overall efficiency of the armed forces. The Committee, therefore, desire that in order to achieve the functional efficiency; combat effectiveness; and to keep down the age profile of the brigade commanders or equivalent in the three Services of armed forces, the MOD should take appropriate measures to introduce a system whereby the strength of permanent commissioned officers vis-à-vis SSC Officers is gradually brought to level of 30 per cent of the authorized strength in each of the three Services and the time scale

promotions upto the rank of Brigadier and equivalent in all the Services are made by bringing in appropriate reduction in the length of reckonable commissioned service so as to fulfill the individual career aspirations as well as to keep the morale of officers high. The Committee need hardly point out that such a measure would have negligible financial implications consequent upon implementation of new pay-bands in the armed forces besides going a long way in keeping the rate of attrition at lower levels.

16. Although the Government appointed AV Singh committee and implemented its Report with a view to fulfilling individual career aspirations of the Officers in the armed forces, the Committee find it strange that no such efforts have been directed towards PBORs in the three Services. The Committee desire that similar steps should be taken for career advancement of PBORs.

### *Working Conditions*

17. The Committee note that limited opportunities exist for promotion of the officers in the armed forces due to steep rank structure. This fact necessitates that fair and transparent systems are put in place for allaying the fears in the minds of officers serving armed forces. Although the constitution of selection boards for promotion is stated to be fixed, the Committee understand that there is no fixed time schedule for holding the meetings of such boards in different services. Undoubtedly, any delay in holding the meetings of such boards may sometimes result in denial of promotion to the officers otherwise eligible. During evidence, the Defence Secretary informed the Committee that he would not like to hazard a guess on the allegations made by those who are not promoted that the dates were played with to rule them out and made a promise that he would certainly look into this aspect. The Committee trust that the Ministry would not only pay serious attention towards streamlining the procedures in this regard but also ensure that the meetings of all selection boards for promotions



in different wings of the three services are held at a regular interval of six months every year to make selection for the posts anticipated in ensuing six months so that not even a single deserving officer is deprived of his legitimate right. Any deviation from the stipulated time schedule in holding meetings of the selection boards for promotion should be viewed seriously and appropriate action taken against those found responsible.

18. The Committee note that statutory and non-statutory channels are available to the Defence service personnel for seeking redressal of their service related grievances. While the efficacy of this system stands proved by candid admission of Defence Secretary that a few promotions had been given on the basis of statutory complaints, the Committee need hardly emphasise that such complaints are required to be entertained on priority and first come first served basis so as to display a sense of equity, fair play and justice. The Committee trust that the MOD will expeditiously take appropriate steps in this regard.

19. Appropriate steps should also be taken to ensure that the adverse entries made in the Annual Confidential Reports (ACRs) are invariably communicated to the officers concerned within a prescribed time frame with a view to affording them an opportunity to clarify their position for appropriate action. Proper systems should also be put in place to avoid any delay in forwarding the ACRs to the concerned quarters for being placed before the selection boards so as to avoid any cause of complaints from the eligible officers in the zone of consideration. The feasibility of reducing the number of officers reviewing the ACRs should also be considered in the positive light.

20. The fact that a large number of cases relating to service matters of armed forces personnel are pending with various courts of law is a clear indicator that the satisfaction level for seeking redressal of grievance through normal departmental channels is distressingly low. Obviously, the existing systems and procedures are not sound enough to provide appropriate remedy to the aggrieved defence personnel. The Committee are in no doubt that the laws governing the three Services

require a thorough review in the light of various judgments delivered by the courts during recent times. The Committee also feel that there is a need to identify those weak spots in the system which open the floodgates of litigation. The Committee expect the MOD to give serious attention towards this aspect so as to avoid unnecessary litigation involving huge financial burden and loss of man-hours.

21. The Committee understand that preparatory action has been taken by the Ministry to establish the Armed Forces Tribunal. However, the Tribunal is yet to be notified under Section 4 of the relevant Act. The Committee trust that an urgent action would be taken to operationalise the Tribunal without any further delay.

22. The Committee are in no doubt that while the chain of command and control has to be kept intact to maintain highest level of discipline in the Armed Forces, there is need for attitudinal change in the mindset of those in the higher echelon in view of the socio-economic changes in the society and the enhanced level of the educational qualification amongst the personnel holding lower ranks in the armed forces. The Committee feel that it is high time that multipronged strategies are devised and adopted with a view to bringing in necessary reforms in the armed forces. They, therefore, desire that concrete steps should be taken to discard undesirable discriminatory practices based on rank structure and gender bias. Needless to say that such steps would not only result in redressal of genuine grievances of lower ranks but also help in better management of stress level in the armed forces.

#### *Welfare measures*

23. The Committee are of the view that the Ministry of Defence may come forward on their own and play a proactive role in addressing the legitimate and genuine grievances of the members of the armed forces considering the fact that the constitutional and legal provisions restrict them to form associations or unions. The Committee feel that such an act on the part of the Ministry will prove efficacious enough in boosting the morale of the armed forces personnel.

24. The defence service personnel are frequently deployed in different parts of the country and such transfers have an adverse impact on their wards in meeting domicile requirements specified in certain States for the purposes of admission to under-graduate level courses in academic and professional institutions. During their examination of the subject, the Committee have been informed by the Ministry of Human Resource Development (HRD) that “there is only one domicile i.e. of the Union of India” under Article 5 of the Constitution. The Ministry of HRD have also stated that the policy of the Central Government as laid down in paragraph 3.8 of the National Policy of Education enunciates that “steps will be taken to facilitate inter-regional mobility by providing equal access to every Indian of requisite merit, regardless of his origins” in the matters connected with higher education in general and technical education in particular. Considering the unique nature of duties required to be performed by defence services personnel in all parts of the country, the Committee desire the Ministry of Defence to take up the matter with the State Governments with a view to examining the feasibility of doing away with the domicile requirements atleast in the case of wards of defence services personnel till such time the Government enact an appropriate legislation to implement the constitutional provisions and the policy framework envisaged in this regard.

#### *Exit Policy*

25. The Committee note that certain criteria have been laid down in the three Services for considering the request for pre-mature retirement or resignation from the Services. The Committee’s examination of the subject matter has revealed that such requests from officers are considered on merits of the case and requirements of the Service. Undoubtedly, discretionary powers in such matters result in discontentment among officers in a number of cases. The Committee, therefore, stress that the Ministry of Defence should lay down clear-cut, objective and well defined policy guidelines in this regard leaving no scope for arbitrary decisions. It should also be ensured that cases of similar nature are treated in an equitable manner.

26. The Committee consider it desirable that the Government should make it mandatory for all the armed forces officers including those serving in Defence Public Sector Undertakings to seek permission from the Government for taking up post-retirement employment within two years of their release from the Services. Stringent action should be contemplated against those violating such stipulations.

*Welfare of the Ex-servicemen*

27. The Committee note that the Department of Ex-servicemen Welfare has been created in 2004 under the Ministry of Defence to formulate various policies and programmes for the welfare and resettlement of Ex-servicemen (ESM) in the country. According to the information available with the Committee, this Department is assisted by Kendriya Sainik Board (KSB) and Directorate General of Resettlement (DGA). While the KSB lays down general policies for the welfare of ESM and their dependants and also administers welfare funds, the office of the DGR has been entrusted with the responsibility of implementing schemes and programmes of the Government for ESM which includes pre and post retirement training, re-employment, self-employment, etc. The Committee are however, surprised to find that despite existence of such an elaborate mechanism, there are a number of areas which require focussed attention for dignified resettlement and rehabilitation of ESM. Undoubtedly, there is an urgent and imperative necessity to address the legitimate needs of ESM and the Committee strongly recommend the following measures:

- (i) In order to enable ESM to derive their due benefits from the welfare schemes formulated for them by the Government. The Ministry of Defence should urgently devise a foolproof mechanism for compulsory registration of all ESM with the relevant Zila Sainik Boards which in turn should forward such data to Rajya Sainik Boards and DGR for being maintained of state and national levels. Needless to say that complete and precise data on the number of ESM in the various states and the country as a whole, would be immense use to the various agencies involved in formulating and implementing policies and programmes being contemplated for the welfare of ESM.

- (ii) Based on the accurate data on ESM so available with DGR, the Ministry should ensure adequate allocation of funds to DGR for efficacious implementation of various schemes being launched for welfare of ESM in the country.
- (iii) In their 4<sup>th</sup> Report (14<sup>th</sup> Lok Sabha), the Committee had reiterated their earlier recommendation for setting up of 'National Commission on Ex-servicemen'. The Committee have now been informed during oral deposition that the proposal for establishing such a Commission has since been cleared by the Raksha Mantri. The Committee trust that the 'National Commission on Ex-servicemen' with statutory powers will be established soon so as ensure accountability of existing structure put in place for implementation of various welfare schemes for ESM.
- (iv) The Committee understand that the revised pension policy being implemented as a sequel to the recommendations of the Sixth Central Pay Commission, continues to remain a contentious issue between the Government and the ESM. The Committee desire that appropriate and expeditious action should be taken to resolve this issue in accordance with the general principles of equity.

#### *Induction of Ex-servicemen*

28. The Committee understand that besides their primary responsibility of protecting the territorial integrity, the services of the armed forces personnel are often requisitioned to assist the civil authorities during internal security problems and rescue/relief operations during natural calamities. Considering the fact that a large number of defence services personnel retiring at a comparatively younger age are well trained and experienced enough to handle problems of internal security and natural calamities, the Committee are of the view that it would be in the national interest that the Government devised an appropriate scheme for inducting retiring armed forces personnel as a distinct force on the lines of Central Paramilitary Forces

(CPMF). The Committee are in no doubt that such a scheme would not only address the problems being experienced in lateral induction of Ex-servicemen in CPMF but also result in substantial financial savings to the Government on recruiting procedures, training and pension payments. It would also minimize instances of frequent deployment of the armed forces for secondary duties as the services of the distinct force having professional experience would always be available to assist the Civil Authorities.

*Civilian manpower and infrastructural support*

29. The Committee note that civilian manpower and infrastructural support to the Services Headquarters and the Headquarter Offices of Inter-services organisations under the Ministry of Defence are provided by the office of the Chief Administrative Officer (CAO). While the office of CAO is responsible for providing administrative cover to the civilian personnel so employed including various categories of Armed Forces Headquarter (AFHQ) civilian cadres, the Committee are surprised to find that the proposals regarding cadre restructuring etc., of AFHQ civil services require consultation with the Department of Personnel and Training (DOPT) which is reported to be playing no role in career management of AFHQ civil cadres. While the Group of Ministers in paragraph 6.76 of its Report on 'Reforming the National Security System' had recommended in 2001 that "a Committee may be set up to look into the issue of better utilization of AFHQ civil service officers within the Ministry of Defence", the Committee's examination of the subject matter has however, revealed that nothing substantial has been done in this regard participation of this service within the Ministry remains inadequate. The oral deposition and the written submission made before the Committee also highlighted that despite recruitment to various groups of AFHQ civilian cadres through common examination, their service conditions continue to be at variance with similarly placed services under the Government. Undoubtedly, the bleak career prospects and absence of any lateral movements in the Ministry of Defence have an adverse impact on the functioning of these cadres where a number of cases relating to service matters are reported to have been under protracted litigation. In the light of the fact that these

cadres were introduced with the specific aim of providing specialized infrastructural support to the three Service Headquarters and inter-service organisations, the Committee desire that appropriate steps should be taken to strengthen the AFHQ civilian cadres by restructuring their service conditions with a view to bringing in parity with similarly placed services in the Government.

30. Canteen Store Department is yet another organisation rendering useful contribution in providing 'service to the Services'. The Committee are of firm view that organisations of such nature as well as the civilian employees contributing towards the functioning of the three Services in different parts of the country have to be treated in an equitable manner. They, therefore, desire the Government to make an objective assessment of the service conditions of such civilian employees in the defence services with a view to taking appropriate steps to bring in requisite improvements for efficient functioning of the Services.

*Defence Research and Development Organisation (DRDO)*

31. The Committee note that the charter of DRDO requires them to render advice to the three Services and inter-services organisations on scientific aspects of weapons, military operations, support and logistics in all likely threats of conflict. Taking into account the multifarious responsibilities assigned to the Secretary (R & D) to act as Director General of DRDO and DG of Aeronautical Development Agency besides being Scientific Advisor to Raksha Mantri, the Committee in their 14<sup>th</sup> Report (14<sup>th</sup> Lok Sabha) had observed that such a situation diluted the efficacy of the DRDO. They had accordingly desired that one person in DRDO should not be entrusted with a number of responsibilities. The Committee have now been informed by the Ministry of Defence that the whole issue of management of DRDO was being looked into by a committee headed by Dr. P. Rama Rao and that committee had submitted its confidential report in March, 2008. Considering the fact that DRDO has an important role in rendering advice on scientific aspects of weapons and military operations to the three Services, the Committee feel convinced that any further delay in taking decision in such a crucial matter will have an adverse impact on the effective functioning of both the DRDO and the three Services.

32. To sum up, the Committee's examination has revealed certain deficiencies and shortcomings in manpower planning and human resource management in the armed forces. Broadly, the areas of concern are:-

- a) Absence of proper system for assessment of manpower requirement;
- b) Inability to meet persisting shortage of officers;
- c) Inadequate initiatives to encourage and motivate the younger generation to join armed forces;
- d) Lack of awareness among the eligible youth regarding recruitment procedures;
- e) Need for improvement in the recruitment procedures;
- f) Inadequate pre-induction training infrastructure;
- g) Desirability of better management of career prospects and working conditions; and
- h) Need for multipronged strategies for welfare of serving defence personnel and ex-servicemen.

Although the MOD have maintained that several policy initiatives have been undertaken to address the issues, the Committee are of considered view that some of these initiatives are still on paper while the others will take a long time to fructify. The Committee strongly feel that the armed forces deserve to be accorded the status of a national service in view of the unique nature of duties being performed by them in all parts of the country. They, therefore, desire that a permanent high powered Core Group comprising representatives from the MOD; the three defence services; and the Ministries/Departments connected with the matter relating to the defence services in any manner should be constituted by the Government so as to ensure effective and timely implementation of the various steps contemplated from time to time or are in the process of being introduced for improving the quality of life of defence service personnel engaged in protecting national security concerns in difficult situations away from their family for prolonged periods.



***Inadequate Training Infrastructure***

33. With the advent of technological development and fast changing nature of warfare in the modern times, the need for hi-tech training has become a necessity for maintaining a highly skilled force. The Committee are, however, distressed to find that a number of serving officers and other ranks being sent for training is abysmally low in the three services as is evident from the statistics furnished by the MOD which brings out that the percentage of officers sent for training as against the officers in position is 24 in army followed by 5 per cent and 3 per cent in navy and air force respectively. The picture in respect of PBORs sent for training is equally dismal with such figures being 6 percent in air force, 4.8 per cent in navy and a poor 1.7 per cent in army. The Committee are dismayed to find that despite depleted strength, the services are not able to impart requisite training to the majority of serving officers and other ranks on the latest technological changes and the state-of-the-art equipment inducted from time to time. Undoubtedly, availability of inadequate infrastructure and facilities in the training institutions is adversely affecting the modernisation of the armed forces. The Committee, therefore, desire that the existing training infrastructure should be expanded at a large scale keeping in view the future requirements including those necessitated due to enhanced induction of manpower in the future. Appropriate steps should also be simultaneously taken to expeditiously meet the manpower requirements in the training institutions and to ensure that the existing hi-tech training infrastructure is put to optimal use.

***Need to expedite e-learning***

34. The Committee note that a policy envisaging implantation of e-learning by 2012 in three phases in army was introduced in August, 2005. Considering the fact that the format of e-learning will not only shorten the duration of the training but also enhance the capability level, the Committee desire the MOD to make concerted efforts to ensure that the policy is implemented strictly in accordance with the time-schedule prescribed in this regard. They also desire that an appropriate mechanism to monitor progress of this policy be put in place in the Ministry and the project not allowed to languish on any account of any factor.

***Delegation of power to service headquarters***

35. It has been informed during evidence by the representative of a Service that the available training infrastructure especially for hi-tech training needed to be increased with “speed”. The Committee consider that this aspect requires utmost attention in the MOD particularly in view of the findings of Comptroller and Auditor General of India (C&AG) contained in his report on Union Government (Defence Services) for the year ended March, 2007 which reveals an instance where the issue of procurement of new simulator has been pending for over four years in the MOD thus adversely affecting the operational as well as on-the-job training of the submarine crew. The Committee, therefore, strongly recommend that the MOD should consider delegation of appropriate power and authority to the service headquarters to enable them to take timely measures on such issues so as to ensure increased and effective combat capabilities of the forces.

***Depleting strength of Field Firing Ranges***

36. The Committee are concerned to note that the number of Field Firing Ranges (FFRs) is gradually decreasing over a period of time. Although the army had a total of 104 FFRs at one point of time, the number of such Ranges is expected to come down to mere seven by the year 2014. One of the important reasons attributable to the depleting number of these Ranges is reported to be the clearances required to be obtained by the State Governments from the Ministry of Environment and Forests to permit use of forest land for non-forest activities in accordance with the Forest Conservation Act 1980 and Supreme Court judgement delivered in 2002. While the MOD is stated to have initiated a process of consultation with all stakeholders in order to find a mutually acceptable solution to the problem, the Committee feel that it is high time that the Ministry initiated expeditious and concrete steps to resolve this issue in the national interest in a time bound manner.

***Training abroad***

37. The Committee's examination has also brought out that the number of officers being sent for training abroad is minuscule. The Committee feel that the training abroad provide opportunity to the armed forces officers to upgrade their knowledge in a different environment and the skills so acquired can be shared and gainfully utilised by the services. The Committee, therefore, desire that the policy for sending officers for training abroad should be reviewed in a positive light and emphasise should be laid on identifying those specialised areas where inadequate facilities exist in the country.

***Long Term Training Plan***

38. The Committee understand that there is an urgent need to gear up our armed forces to meet the challenges of growing threat perception in view of the fact that the global security scenario is fast changing with the advent of technological advancements in the nature of warfare. This not only necessitates state-of-the-art training facilities but also requires sustained efforts for being ready for tomorrow. The Committee, accordingly, desire that the MOD should pay serious attention towards this aspect and devise an effective training strategy to meet the long term technological requirements of the armed forces keeping pace with the changing times and implement it in an efficient manner with adequate budgetary support. Any constraints experienced in implementation of this strategy should be adequately addressed well in time so that the schedule of imparting knowledge on the upgraded technologies to the armed forces personnel is not disturbed. The concept of jointness and tri-services training should also be taken into account so as to ensure effective integration of the combat capabilities and better coordination in situation of war.

New Delhi;  
05 December, 2008  
14 Agrahayana, 1930 (Saka)

BALASAHEB VIKHE PATIL,  
*Chairman,*  
*Standing Committee on Defence.*

**APPENDICES****MINUTES OF THE ELEVENTH SITTING OF THE STANDING COMMITTEE  
ON DEFENCE (2007-2008)**

The Committee sat on Tuesday, the 18<sup>th</sup> December 2007 from 1100 to 1250 hrs. in Committee Room 'C', Parliament House Annexe, New Delhi.

**PRESENT**

Shri Balasaheb Vikhe Patil – Chairman

**MEMBERS****LOK SABHA**

2. Shri Vijay Bahuguna
3. Shri Milind Murli Deora
4. Shri Jigajinagi Ramesh Chandappa
5. Shri Suresh Kalmadi
6. Dr. K.S. Manoj
7. Shri Asaduddin Owaisi
8. Shri Raju Rana
9. Shri Manavendra Singh
10. Shri Rajesh Verma
11. Shri Anil Shukla Warsi

**RAJYA SABHA**

12. Shri Jai Parkash Aggarwal
13. Shri Abu Asim Azmi
14. Smt. Shobhana Bhartia
15. Smt. N.P. Durga
16. Shri S.P.M. Syed Khan
17. Shri K.B. Shanappa

**SECRETARIAT**

1. Shri A. Louis Martin - Joint Secretary
2. Shri Gopal Singh - Director
3. Shri D.R. Shekhar - Deputy Secretary-II

**WITNESSES****MINISTRY OF DEFENCE**

1. Smt. Neelam Nath - Addl. Secy (N)
2. Shri M. Natarajan - SA to RM
3. Smt. Neelkamal Narang - FA (DS)
4. Dr. W. Selvamurthy - CCR&DD (LS&HR)
5. Shri G. Elangovan - CCR&D (R&M)
6. Shri Ajay Tirkey - JS(E)
7. Shri Jatinderbir Singh - JS(Trg) & CAO
8. Shri S.C. Barmma - Dir (AG)
9. Shri Bhaskar Verma - DS(Trg)
10. Dr. JP Singh - Addl Dir (P&C)

**ARMED FORCES HQRS.**

11.	Lt Gen H.S. Lidder	-	CISC
12.	V. Adml. Nirmal Verma	-	VCNS
13.	Lt Gen Thomas Mathew	-	AG
14.	Air Mshl VK Verma	-	DG (I&S)
15.	Vice Adml DK Joshi	-	DCIDS (DOT)
16.	Maj Gen SR Ghosh	-	ADG MP
17.	Maj Gen VK Ahluwalia	-	Offg. DGMT
18.	AVM PS Bhangu	-	ACAS (PA&C)
19.	AVM LK Malhotra	-	ACAS (PO)
20.	AVM SP Rajguru	-	ACAS (Trg)
21.	AVM VK Dayalu	-	ACAS (AF Wks)
22.	Rear Adml Satish Soni	-	ACOP (HRD)

2. At the outset, the Chairman welcomed the representatives of the Ministry of Defence and drew their attention to the Direction 58 of the Directions by the Speaker, Lok Sabha regarding maintaining confidentiality of the deliberations of the sitting. Thereafter, the representatives of the Ministry briefed the Committee on the subject 'Human Resource Planning, shortage of Manpower, In-fusion of hi-tech Training and Infrastructure for the Armed Forces'.

3. The Committee sought clarification on the issues viz. rank-wise sanctioned strength of manpower in the Armed Forces and rank-wise shortage thereof, implementation status of the A.V. Singh Committee, status of the proposed Central Defence University, details of the posts that had been abolished and created in the past. The Committee also desired to know the steps proposed to be taken to make the career in the defence services move attractive.

4. The representatives of the Ministry of Defence then clarified the issues raised by the Members. As regards the points on which the representatives could not readily respond, the Committee desired the Ministry to furnish written information at the earliest.

5. As some of the senior officials from the Armed Forces as well as the Defence Secretary were not present in the sitting of the Committee due to their prior commitments, Committee decided to hold another sitting to hear views of the officials on the same subject on a later date.

6. A copy of verbatim record of the proceedings has been kept.

**The Committee then adjourned.**

**MINUTES OF THE FIFTEENTH SITTING OF THE STANDING COMMITTEE  
ON DEFENCE (2007-2008)**

The Committee sat on Friday, the 18<sup>th</sup> January 2008 from 1100 to 1300 hrs. in Committee Room 'B', Parliament House Annexe, New Delhi.

**PRESENT**

Shri Balasaheb Vikhe Patil – Chairman

**MEMBERS**

**LOK SABHA**

1. Shri Vijay Bahuguna
2. Shri Santosh Gangwar
3. Shri C. Kuppusami
4. Dr. K.S. Manoj
5. Shri Asaduddin Owaisi
6. Shri Raju Rana
7. Dr. H.T. Sangliana
8. Shri Manavendra Singh
9. Shri Anil Shukla Warsi

**RAJYA SABHA**

10. Shri Jai Parkash Aggarwal
11. Shri Abu Asim Azmi
12. Smt. Shobhana Bhartia
13. Shri R.K. Dhawan
14. Smt. N.P. Durga
15. Shri K.B. Shanappa
16. Smt. Viplove Thakur

**SECRETARIAT**

- |    |                      |   |                     |
|----|----------------------|---|---------------------|
| 1. | Shri A. Louis Martin | - | Joint Secretary     |
| 2. | Shri Gopal Singh     | - | Director            |
| 3. | Shri D.R. Shekhar    | - | Deputy Secretary-II |

**WITNESSES**

**ARMY HQ**

- |    |                       |   |           |
|----|-----------------------|---|-----------|
| 1. | Lt. Gen. M..L.Naidu   | - | VCOAS     |
| 2. | Lt. Gen Thomas Mathew | - | AG        |
| 3. | Maj. Gen SR Ghosh     | - | ADG MP    |
| 4. | Brig Nirmolak Singh   | - | DDGMT `A` |

**NAVAL HQ**

- |     |                      |   |           |
|-----|----------------------|---|-----------|
| 5.  | V Adml. Nirmal Verma | - | VCNS      |
| 6.  | V Adm DK Dewarn      | - | COP       |
| 7.  | R Adml Satish Soni   | - | ACOP(HRD) |
| 8.  | Cmde AK Sharma       | - | (DMPR)    |
| 9.  | Cmde RM Purandare    | - | PDOP      |
| 10. | Cmde Nalin Dewan     | - | PDNT      |
| 11. | Cdr AK Meelu         | - | JDMPR     |

**AIR HQ**

12.	Air Mshl PV Naik	-	AS
13.	Air Mshl VR Iyer	-	AOP
14.	Air Mshl JN Burma	-	AOA
15.	AVM LK Malhotra	-	ACAS (PO)
16.	AVM SP Rajguru	-	ACAS (Trg)
17.	AVM S.P. Singh	-	ACAS (PA&C)

**Directorate General of Defence Estate (DGDE)**

18.	Shri Balsharan Singh	-	DGDE
19.	Lt. Gen R.R. Goswami	-	E-in-C
20.	Brig. S.S. Kelkar	-	DDG (Pers), E-in-C Br
21.	Shri R.P. Singh	-	Dire. (DGDE)

**HQ Integrated Defence Staff (IDS)**

22.	V Adml DK Joshi	-	DCIDS (DOT)
23.	Maj Gen MN Kashid	-	ADG Rtg.
24.	Brig AK Bali	-	DDG PS
25.	Brig NM Rasquinha	-	DACIDS (TSI)
26.	Brig George Mathai	-	DDG MP
27.	AVM VK Yajurvedi	-	ACIDS (TRADOC)

**HEADS OF TRAINING INSTITUTES**

28.	Lt. Gen P.K. Rampal	-	Comdt Indian Military Academy
29.	Air Mshl. T.S. Randhawa	-	Comdt National Defence Academy
30.	Maj. Gen. R.K. Swamy	-	Comdt., Officers Training Academy
31.	Brig. Gautam Moorthi	-	Secy. National Defence College
32.	AVM D Kukreja	-	Comdt. Air Force Academy
33.	Capt MA Hamphiholi	-	CO, Naval Academy
34.	Wg. Cdr K.D. Beri	-	SO, National Defence Academy

2. At the outset, the Chairman welcomed the representatives of the Armed Forces Headquarters and Heads of Training Institutes and drew their attention to the Direction 58 of the Directions by the Speaker, Lok Sabha regarding maintaining confidentiality of the deliberations of the sitting. Thereafter, the representatives of the Armed Forces Headquarter briefed the Committee on the subject 'Human Resource Planning, shortage of Manpower, In-fusion of hi-tech Training and Infrastructure for the Armed Forces'.

3. The Committee sought clarification on the issues such as manpower shortage, Short Service Commission, upgradation of training infrastructure, hi-tech training of defence personnel, pre-selection training, working of Rajya Sainik Schools etc. The Committee also desired to know the rationale behind having two systems of entry i.e. entry through UPSC and direct recruitment by the services.

4. The representatives of the Armed Forces Headquarters and Heads of Training Institutes then clarified the issues raised by the Members. As regards the points on which the representatives could not readily respond, the Committee desired the representatives to furnish written information at the earliest.

5. A copy of verbatim record of the proceedings has been kept.

**The Committee then adjourned.**

**MINUTES OF THE SIXTEENTH SITTING OF THE STANDING COMMITTEE  
ON DEFENCE (2007-2008)**

The Committee sat on Monday, the 28<sup>th</sup> January 2008 from 1100 to 1200 hrs. in Committee Room 'B', Parliament House Annexe, New Delhi.

**PRESENT**

Shri Balasaheb Vikhe Patil – Chairman

**MEMBERS**

**LOK SABHA**

2. Shri Vijay Bahuguna
3. Shri Ramesh C. Jigajinagi
4. Shri Asaduddin Owaisi
5. Dr. K.S. Manoj
6. Shri Raju Rana
7. Ms. Ingrid Mcleod
8. Shri Suresh Kalmadi
9. Dr. H.T. Sangliana
10. Shri Arjun Charan Sethi

**RAJYA SABHA**

11. Dr. Farooq Abdullah
12. Shri Jai Parkash Aggarwal
13. Shrimati Shobhana Bhartia
14. Shrimati N.P. Durga
15. Shri K.B. Shanappa
16. Shri S.P.M. Syed Khan

**SECRETARIAT**

1. Shri A. Louis Martin - Joint Secretary
2. Shri Gopal Singh - Director
3. Shri D. R. Shekhar - Deputy Secretary – II
4. Shrimati J. M. Sinha- Under Secretary

**WITNESS**

Admiral (Retired) Arun Prakash - Former Chief of Naval Staff

2. At the outset, the Chairman welcomed Admiral (Retd.) Arun Prakash to the sitting of the Committee for giving briefing on the subjects, "Human Resources Planning, shortage of manpower, infusion of hi-tech training and infrastructure for the armed forces and Threat Perception and Modernisation of Armed Forces and Long-Term Perspective Plan" and drew his attention to Direction 58 of Directions by the Speaker, Lok Sabha.



3. Then Admiral (Retd.) Arun Prakash, briefed the Committee on the above subjects and expressed his views on the following points and requirements relating to defence preparedness of the country which need immediate attention of the Government:

- i) Maritime threats for India is from state entities like our neighbouring countries and non-state entities who operate on the Indian Ocean, like Al-Qaeda, Jamaia Islamia, and LTTE, etc.
  - ii) Need to take care of national interest by having a strong maritime force.
  - iii) Long-term funding should be provided to the Long-Term Perspective Plan of the three forces.
  - iv) Till now India is importing most sensitive technologies, thereby spending huge amount of money. So far as transfer of technology is concerned, our production agencies are importing spare parts and assembling the same and thus, there is no transfer of technology. Therefore, the need of the hour is to have transfer of technology, not import of spare parts to achieve self-reliance in defence production.
  - v) Need for active Public-Private Partnership.
  - vi) Need for active participation of Armed Forces in the decision-making process on national security.
  - vii) Need to bring reforms in higher defence management and to have a National Security Act in the lines of United States.
5. A copy of verbatim record of the proceedings has been kept.

**The Committee then adjourned.**

**MINUTES OF THE THIRTY - FIRST OF THE STANDING COMMITTEE ON  
DEFENCE (2007-2008)**

The Committee sat on Monday, the 26<sup>th</sup> May, 2008 from 1100 to 1255 hrs. in Room No. `074', Parliament Library Building, New Delhi.

**PRESENT**

Shri Balasaheb Vikhe Patil – Chairman

**MEMBERS**

**LOK SABHA**

1. Shri Milind Murli Deora
2. Shri Santosh Gangwar
3. Dr. K.S. Manoj
4. Ms. Ingrid Mcleod
5. Shri Raju Rana
6. Dr. H.T. Sangliana
7. Shri Rajesh Verma

**RAJYA SABHA**

8. Shri Jai Parkash Aggarwal
9. Shri R.K. Dhawan
10. Shri K.B. Shanappa
11. Shri M.V. Mysura Reddy

**SECRETARIAT**

- |    |                      |   |                  |
|----|----------------------|---|------------------|
| 1. | Shri A. Louis Martin | - | Joint Secretary  |
| 2. | Shri Rajeev Sharma   | - | Director         |
| 3. | Shri D.R. Shekhar    | - | Deputy Secretary |
| 4. | Smt. J.M. Sinha      | - | Under Secretary  |

**WITNESSES**

- |    |                                   |   |  |
|----|-----------------------------------|---|--|
| 1. | Lt. Gen. G.D. Singh (Retd.)       |   |  |
| 2. | Brig. R.K.S. Gulia,(Retd.)        | - | President,<br>Indian Ex-services League                      |
| 3. | Brig. K. Narendra Singh (Retd.)   | - | Indian Ex-services League                                    |
| 4. | Col. A. Sharma (Retd.)            | - | Indian Ex-services League                                    |
| 5. | Lieut. Col. C. S. Dhillon (Retd.) | - | President, Indian Ex Services<br>League, Punjab & Chandigarh |
| 6. | Brig. K.S. Kahlon (Retd.)         | - | Indian Ex-Services League,<br>Punjab & Chandigarh            |

2. At the outset, the Chairman welcomed Lt. Gen. G.D. Singh (Retd.) to the sitting of the Committee and requested him to share his views with the Committee on the subject, 'Human Resource Planning, Shortage of Manpower, Infusion of hi-tech Training and Infrastructure for the Armed Forces'. He also drew his attention to Direction 58 of Directions by the Speaker, Lok Sabha. Lt. Gen. G.D. Singh (Retd.), then expressed his views on the issues relating to Human Resources Policy in Armed Forces, need to reduce the duration of mid-career training of Defence officers, outsourcing of non-strategic areas and soldier- officer relationship, etc. He also responded to the queries raised by the Members one by one.

Witness then withdrew.

3. The Committee then, requested Brig. R.K.S. Gulia (Retd.), President, Indian Ex-Services League, and his colleagues to give their views on the aforesaid subject. Brig. R.K.S. Gulia (Retd.), then, expressed his views on shortage of Officers in the Armed Forces' and narrated the reasons for the same. In his suggestions, he stressed upon the need for highly skilled and educated manpower, redressal of grievances on 6<sup>th</sup> Pay Commission and 'One rank one pension' for Ex-servicemen. Brig Gulia (Retd.), and his colleagues also responded to the queries raised by the Members.

Witnesses then withdrew.

4. The Committee then, welcomed Lt. Col. C.S. Dhillon (Retd.) and his colleagues and requested them to express their point of view on the aforesaid subject. Lt. Col. Dhillon (Retd.), then elaborated on the problems being faced by Serving Personnel's as well as Ex-servicemen, need for a national policy on rehabilitation of Ex-servicemen and establishment of National Commission for Ex-Servicemen etc. He and his colleagues also responded to the questions raised by the Members.

6. A copy of verbatim record of the proceedings has been kept.

**The Committee then adjourned.**

**MINUTES OF THE THIRTY-FIFTH SITTING OF THE STANDING  
COMMITTEE ON DEFENCE (2007-2008)**

The Committee sat on Thursday, the 3<sup>rd</sup> July, 2008 from 1500 to 1630 hrs. in Committee Room No. `62', Parliament House, New Delhi, New Delhi.

**PRESENT**

Shri Balasaheb Vikhe Patil – Chairman

**MEMBERS**

**LOK SABHA**

2. Shri Vijay Bahuguna
3. Shri S. Bangarappa
4. Shri Milind Murlu Deora
5. Shri Santosh Gangwar
6. Dr. K.S. Manoj
7. Ms. Ingrid Mcleod
8. Shri Asaduddin Owaisi
9. Shri Manavendra Singh
10. Shri Anil Shukla Warsi

**RAJYA SABHA**

11. Shri Jai Parkash Aggarwal
12. Shri Abu Asim Azmi
13. Shri R.K. Dhawan
14. Shri A. Elavarasan
15. Shri M.V. Mysura Reddy
16. Shri K.B. Shanappa
17. Smt. Viplove Thakur

**SECRETARIAT**

- |    |                    |   |                  |
|----|--------------------|---|------------------|
| 1. | Shri Rajeev Sharma | - | Director         |
| 2. | Shri D.R. Shekhar  | - | Deputy Secretary |
| 3. | Smt. J.M. Sinha    | - | Under Secretary  |

**MINISTRY OF DEFENCE**

- |    |                        |   |                   |
|----|------------------------|---|-------------------|
| 1. | Shri Vijay Singh       | - | Defence Secretary |
| 2. | Shri P.K. Rastogi      | - | Spl. Secretary    |
| 3. | Shri Ajay Tirkey       | - | JS (E)            |
| 4. | Shri Jatinderbir Singh | - | JS (Trg)          |
| 5. | Shri Dilip Biswas      | - | Addl. FA (D)      |
| 6. | Shri S.C. Barmma       | - | Director (AG)     |

**SERVICES HEADQUARTERS**

7.	Lt Gen HS Lidder	-	CISC
8.	Lt Gen ML Naidu	-	VCOAS
9.	V Adml. Raman Prem Suthan	-	VCNS
10.	Air Mshl PV Naik	-	VCAS
11.	Lt Gen KR Rao	-	DG (MP&PS)
12.	Lt Gen Thomas Mathew	-	AG
13.	Air Mshl S Mukerji	-	AOP
14.	Air Mshl D Kukreja	-	DCIDS (DOT)
15.	Vice Adm DK Dewan	-	COP
16.	Air Vice Mshl RC Kashyap	-	Addl DGAFMS
17.	R Adm P Murgesan	-	Asst Chief Per (HRD)
18.	Maj Gen SP Singh	-	Offg DGMT
19.	Maj Gen SR Ghosh	-	ADG MP
20.	Maj Gen Vinod Nayanar	-	Addl MS (B)
21.	Maj. Gen AK Singh	-	ADG PP
22.	Cmde RM Purandare	-	PDP
23.	Cmde NN Rao	-	PD MPR
24.	Shri Ajay Tirkey	-	JS (E)

2. At the outset, the Chairman fondly remembered the services rendered by Late Field Marshal Sam Manekshaw and mourned his said demise. The Committee then stood in silence for a while.

3. The Chairman, then, drew the attention of the representatives of the Ministry of Defence to the Direction 58 of the Directions by the Speaker, Lok Sabha regarding maintaining confidentiality of the deliberations of the sitting. The Committee then took evidence of the representative of the Ministry on the subject 'Human Resource Planning, Shortage of Manpower, Infusion of hi-tech training and Infrastructure for the Armed Forces'.

4. The Committee sought clarification on the specific issues relating to the human resource management policy of the Armed Forces, method of induction of personnel, status of implementation of A.V. Singh Committee recommendations, merit of time bound promotion in the higher ranks of the three services, transparency in the method of promotion of officers etc. The Committee also discussed the issue of unattractiveness of the three services as career choice among the youth of India.

5. The representatives of the Ministry of Defence answered to the issues raised by the Members one by one. As regards the points on which the representatives could not readily respond, the Committee desired the Ministry to furnish written information on such aspects at the earliest.

6. A copy of verbatim record of the proceedings has been kept.

**The Committee then adjourned.**

**MINUTES OF THE THIRTY-SEVENTH SITTING OF THE STANDING  
COMMITTEE ON DEFENCE (2007-2008)**

The Committee sat on Tuesday, the 28<sup>th</sup> July, 2008 from 1500 hrs to 1710 hrs. in Committee Room No. 'C', Parliament House Annexe, New Delhi.

**PRESENT**

Shri Balasaheb Vikhe Patil – Chairman

**MEMBERS**

**LOK SABHA**

2. Shri Vijay Bahuguna
3. Shri Santosh Gangwar
4. Shri Jigajinagi Ramesh Chandappa
5. Dr. K.S. Manoj
6. Shri Asaduddin Owaisi
7. Shri Raju Rana
8. Dr. H.T. Sangliana
9. Prof. Mahadeorao Shiwankar
10. Shri Rajesh Verma

**RAJYA SABHA**

11. Dr. Farooq Abdullah
12. Shri Jai Parkash Aggarwal
13. Shri A. Elavarasan

**SECRETARIAT**

- |    |                      |   |                      |
|----|----------------------|---|----------------------|
| 1. | Shri S.K. Sharma     | - | Additional Secretary |
| 2. | Shri A. Louis Martin | - | Joint Secretary      |
| 2. | Shri D.R. Shekhar    | - | Deputy Secretary     |
| 3. | Smt. J.M. Sinha      | - | Under Secretary      |

**NON-OFFICIAL WITNESS**

1. Maj. Gen. Mrinal Suman (Retd.)

**MINISTRY OF DEFENCE : SERVICES HEADQUARTERS**

- |    |                           |   |                |
|----|---------------------------|---|----------------|
| 1. | Air Mshl PV Naik          | - | VCAS           |
| 2. | V Adml. Raman Prem Suthan | - | VCNS           |
| 3. | Air Mshl S Mukerji        | - | AOP            |
| 4. | Vice Adm DK Dewan         | - | COP            |
| 5. | Air Mshl Dhiraj Kukreja   | - | DCIDS (DOT)    |
| 6. | R Adml. P Murgesan        | - | Asst COP (HRD) |
| 7. | Cmde RM Purandare         | - | PDP            |
| 8. | Cmde NNRao                | - | MPR            |

2. At the outset, the Chairman welcomed Maj. Gen. Mrinal Suman (Retd.) to the sitting of the Committee and requested him to apprise the Committee of his views on the subject, 'Human Resource Planning, Shortage of Manpower, Infusion of hi-tech Training and Infrastructure for the Armed Forces' and also drew his attention to Direction 58 of Directions by the Speaker, Lok Sabha. Maj. Gen. Suman (Retd.), then, briefed the Committee on the above subject and expressed his views on the issues connected with recruitment procedures in Armed Forces, benefits of recruiting a cadet at younger age and other aspects relating to the present system of recruitment. He also responded to the queries raised by the Members one by one.

Witness then withdrew.

3. The Committee then took oral evidence of representatives Air Force and Navy on the aforementioned subject. The Committee discussed matters on specific issues connected with Training Infrastructure in Air Force and Navy, recruitment of the cadets, welfare of service personnel and Ex-servicemen, courses offered in the service for the personnel for their post-retirement resettlement, etc.

4. The representatives of Air Force and Navy gave clarifications the issues raised by the Members. As regards the points on which the representatives of Air Force and Navy could not readily respond, the Committee desired them to furnish written information at the earliest.

5. A copy of verbatim record of the proceedings has been kept.

**The Committee then adjourned.**

**MINUTES OF THE THIRTY-EIGHTH SITTING OF THE STANDING  
COMMITTEE ON DEFENCE (2007-2008)**

The Committee sat on Monday, the 04<sup>th</sup> August, 2008 from 1515 hrs to 1700 hrs. in Committee Room 'B', Parliament House Annexe, New Delhi.

**PRESENT**

Shri Balasaheb Vikhe Patil – Chairman

**MEMBERS**

**LOK SABHA**

1. Shri S. Bangarappa
2. Shri Milind Murlu Deora
3. Shri Vijay Bahuguna
4. Shri Santosh Gangwar
5. Shri Jigajinagi Ramesh Chandappa
6. Dr. K.S. Manoj
7. Dr. H.T. Sangliana
8. Prof. Mahadeorao Shiwankar

**RAJYA SABHA**

9. Dr. Farooq Abdullah
10. Shri Jai Parkash Aggarwal
11. Shri Abu Asim Azmi
12. Shri A. Elavarasan
13. Shri K.B. Shanappa
14. Smt. Viplove Thakur

**SECRETARIAT**

- |    |                      |   |                  |
|----|----------------------|---|------------------|
| 1. | Shri A. Louis Martin | - | Joint Secretary  |
| 2. | Shri Rajeev Sharma   | - | Director         |
| 3. | Shri D.R. Shekhar    | - | Deputy Secretary |

**NON-OFFICIAL WITNESSES**

1. Lieutenant General (Retd.) Raj Kadyan
2. Major General (Retd.) S.B.L. Kapoor, VSM
3. Brigadier Balbir Singh Pama, SM



2. At the outset, the Chairman welcomed Lieutenant General (Retd.) Raj Kadyan, to the sitting of the Committee and requested him to brief on the subject, 'Human Resource Planning, Shortage of Manpower, Infusion of hi-tech Training and Infrastructure for the Armed Forces' and also drew his attention to Direction 58 of Directions by the Speaker, Lok Sabha. The Committee heard the views of Lieutenant General (Retd.) Kadyan on the above subject. He expressed his views on the issues relating to role of the Armed Forces, role of technology, shortages of manpower and reasons for shortages of manpower. Lieutenant General (Retd.) Raj Kadyan, also made certain suggestion for consideration of the Committee. These suggestions related to the specific issues regarding resettlement of Ex-Servicemen, training while in service, attractive salaries and emoluments and implementation of one rank one pension. The members sought clarifications on the aforesaid issues and Lieutenant General (Retd.) Kadyan clarified them one-by-one.

3. The Committee then invited Major-General S.B.L. Kapoor, (Retd.) VSM to brief the Committee on the subject under discussion and also drew his attention to Direction 58 of Directions by the Speaker, Lok Sabha. Major General (Retd.) Kapoor briefed the Committee inter-alia, on shortage of Manpower, lateral induction of Ex-Servicemen to Para Military Forces and providing paid study leave. The members sought clarifications on the above issues and Major-General S.B.L. Kapoor (Retd.) clarified them one-by-one.

4. Thereafter, the Committee welcomed Brig. Balbir Singh Pama and requested him to brief on the subject under discussion and also drew his attention to Direction 58 of Directions by the Speaker, Lok Sabha. Brig. Pama, then briefed the Committee, inter-alia, on 'Revolution in Military Affairs' (RMA), Combat Potential, need for hi-tech solders, Status of Training in Army, hi-tech Training, Modernisation of Training Infrastructure and need for delegation of financial power in regard to purchasing of hi-tech infrastructure to the Army Head Quarter. The members sought clarifications on certain points and Brig. Pama clarified them one-by-one.

5. A copy of verbatim record of the proceedings has been kept.

**The Committee then adjourned.**

**MINUTES OF THE FIRST SITTING OF THE STANDING COMMITTEE ON  
DEFENCE (2008- 09)**

The Committee sat on Tuesday, the 12<sup>th</sup> August, 2008 from 1500 to 1630 hrs. in Committee Room No. '139', Parliament House Annexe, New Delhi.

**PRESENT**

Shri Balasaheb Vikhe Patil - Chairman

**MEMBERS**

**LOK SABHA**

2. Shri Santosh Kumar Gangwar
3. Shri Jigajinagi Ramesh Chandappa
4. Dr. K.S. Manoj
5. Ms. Ingrid Mcleod
6. Dr. H.T. Sangliana
7. Shri Balashowry Vallabhaneni

**RAJYA SABHA**

8. Shri Jai Parkash Aggarwal
9. Shri Abu Asim Azmi
10. Smt. Shobhana Bhartia
11. Shri R.K. Dhawan
12. Shri A. Elavarasan
13. Shri K.B. Shanappa
14. Smt. Viplove Thakur

**SECRETARIAT**

1. Shri S.K. Sharma - Additional Secretary
2. Shri A. Louis Martin - Joint Secretary
3. Shri Rajeev Sharma - Director
4. Shri D.R. Shekhar - Deputy Secretary
5. Smt. J.M. Sinha - Under Secretary

2. At the outset, Chairman welcomed the Members to the first sitting of the Committee on Defence constituted for the year 2008-09 and felicitated them on their re-nomination to the Committee. The Chairman then informed the Members about the status of examination of subjects selected by the previous Committee and work done during the year 2007-08. The Chairman then requested the Members to consider the Memorandum No. 1 regarding selection of subjects circulated to them by the Secretariat and give their suggestions for subjects to be selected for examination by the Committee during the year 2008-09.

3. The Committee, after deliberation, decided to take up those subjects, which were selected during the preceding term and on which the process of examination had progressed substantially. The Committee also decided to take up five new subjects for examination during 2008-09 and authorized the Chairman to finalize the list of the subjects selected for the examination during the year 2008-09. Consequently, the following subjects were selected for detailed examination during the year 2008-09:

- (i) Status of Married Accommodation in Defence and Allied Services;
- (ii) Indigenisation of Defence Production – Public-Private Partnership.
- (iii) Stress Management in Armed Forces;
- (iv) Human Resource Planning, Shortage of Manpower, Infusion of hi-tech Training and Infrastructure for the Armed Forces;
- (v) Functioning of Military Cantonments & Stations and Management of Defence Land;
- (vi) Status of implementation of Committee's recommendations made during the 14<sup>th</sup> Lok Sabha.
- (vii) Impact of Frequent Deployment of Armed Forces on secondary duties/ miscellaneous work.
- (viii) Performance of Coast Guard Organisation.
- (ix) Status of implementation of Unified Command for Armed Forces.
- (x) Outsourcing of certain activities in Armed Forces.

4. Then the Committee desired to hear the views of the Chief Secretaries of some of the States on various problems being faced by the Servicemen and Ex-Servicemen, in connection with examination of the above-mentioned subject.

5. Thereafter, the Committee invited the representatives of the Army for taking oral evidence on the subject 'Human Resource Planning, Shortage of Manpower, Infusion of hi-tech Training and Infrastructure for the Armed Forces'. The following were present:-

#### **SERVICES HEADQUARTERS : ARMY**

- |     |                          |   |              |
|-----|--------------------------|---|--------------|
| 1.  | Lt. Gen. M L Naidu       | - | VCOAS        |
| 2.  | Lt. Gen Thomas Mathew    | - | AG           |
| 3.  | Lt. Gen K R Rao          | - | DG (MP & PS) |
| 4.  | Lt. Gen Avadhesh Prakash | - | MS           |
| 5.  | Maj Gen MN Kashid        | - | ADG Rtg      |
| 6.  | Maj Gen Vinod Nayanar    | - | Addl MS (B)  |
| 7.  | Maj Gen SP Singh         | - | Offg. DGMT   |
| 8.  | Brig G Mathai            | - | Offg ADG MP  |
| 9.  | Brig AK Bali             | - | DDG PS       |
| 10. | Col DPS Chahal           | - | Dir. MT-10   |
| 11. | Maj Abhinay Gupta        | - | ACD to VCOAS |

6. The Committee put probing questions on specific issues relating to the manpower management in the Armed Forces, methods of induction of officers and the problems of shortage of officers, importance of Short Service Commissioned Officers, time bound promotions in the higher ranks, transparency in the method of promotion of officers, educational standard of Rashtriya Military Schools, appropriate provisions for grant of study leave, delegation of power to commands, officer's training abroad, etc. The representatives of Army responded to the queries explaining the problems faced by them and offered suggestions. As regards the points on which the representatives could not readily respond, the Committee desired the representatives of the Army to furnish written information at the earliest.

7. A copy of verbatim record of the proceedings has been kept.

**The Committee then adjourned.**

**MINUTES OF THE SECOND SITTING OF THE STANDING COMMITTEE  
ON DEFENCE (2008- 09)**

The Committee sat on Tuesday, the 26<sup>th</sup> August 2008 from 1500 to 1650 hrs. in Committee Room 'C', Parliament House Annexe, New Delhi.

**PRESENT**

Shri R.K. Dhawan - Chairman

**MEMBERS**

**LOK SABHA**

2. Shri Vijay Bahuguna
3. Shri Santosh Gangwar
4. Shri Jigajinagi Ramesh Chandappa
5. Shri C. Kuppusami
6. Dr. K.S. Manoj
7. Ms. Ingrid Mcleod
8. Shri Asaduddin Owaisi
9. Shri Shrinivas Patil
10. Shri Raju Rana
11. Prof. Mahadeorao Shiwankar
12. Shri Manavendra Singh
13. Shri Balashowry Vallabhaneni
14. Shri Anil Shukla Warsi

**RAJYA SABHA**

15. Shri Jai Parkash Aggarwal
16. Shri Abu Asim Azmi
17. Shri A. Elavarasan
18. Shri M.V. Mysura Reddy
19. Shri K.B. Shanappa

**SECRETARIAT**

1. Shri S.K. Sharma - Additional Secretary
2. Shri A. Louis Martin - Joint Secretary
3. Shri Rajeev Sharma - Director
4. Shri D.R. Shekhar - Deputy Secretary
5. Smt. J.M. Sinha - Under Secretary

**MINISTRY OF HUMAN RESOURCE DEVELOPMENT**

1. Shri R.P. Agrawal - Secretary, Deptt. Of Higher Education
2. Shri A. K. Rath - Secretary, (SE&L)
3. Dr. R.K. Chauhan - Secretary, UGC
4. Shri R. L. Jamuda - Commissioner, KVS
5. Shri Ashok Thakur - Additional Secretary
6. Shri Sunil Kumar - Joint Secretary
7. Shri S.C. Khuntia - Joint Secretary
8. Shri N.K. Sinha - Joint Secretary

2. At the outset, the Chairman drew the attention of the representatives of the Ministry of Human Resource Development to the Direction 58 of the Directions by the Speaker, Lok Sabha regarding maintaining confidentiality of the deliberations of the sitting. Then the Chairman desired the representatives of the Ministry of Human Resource Development to brief the Committee on certain issues related to the subject 'Human Resource Planning, Shortage of Manpower, Infusion of hi-tech Training and Infrastructure for the Armed Forces'. The representative of the Ministry then briefed the Committee on the issues provision for wards of services Personnel and Ex-Servicemen in admission to various academic and professional institutions, domicile policy followed by various educational institution, etc. The Members of the Committee, then, inquired whether Ministry had made any effort to discuss the problems faced by wards of Services personnel with the State Governments.

Witnesses then withdrew.

### **DIRECTORATE GENERAL, RESETTLEMENT**

1. Maj. Gen. S.G. Chatterji, VSM - DG (Resettlement)
2. Lt. Col Y.S. Katoch - Adm. & Coord. Officer

3. Then, the Committee requested the representatives of DG, Resettlement to brief the Committee on issues related to resettlement and rehabilitation of Ex-Servicemen; DG, Resettlement then briefed the Committee on various measures such as schemes and training programme run by their department. Committee also inquired about number of person having attended the training programme and have been able to find second occupation. Further, the representative of DG, Resettlement responded one-by-one to the queries raised by the members. As regards the points on which the representatives could not readily respond, the Committee desired DG, Resettlement to furnish written information at the earliest.

Witnesses then withdrew.

### **ARMED FORCES HEADQUARTERS CIVIL SERVICES (AFHQCS)**

1. Dr. Anjula Naib - Director (A)
2. Smt. Archana Rai - Dy CAO (TCW)
3. Smt. Nishi Srivastava - Dy. Director
4. Shri Anupam Misra - Dy. Director

4. The Committee, then requested the representatives of Armed Forces Headquarters Civil Service (AFHQCS) to brief the Committee on the specific role and functions of the AFHQCS, process of their selection, career progression, their cadre controlling authority, etc. The representative of AFHQCS then made a small presentation and responded one-by-one to the queries raised by the members.

5. A copy of verbatim record of the proceedings has been kept.

The Committee then adjourned.

**MINUTES OF THE THIRD SITTING OF THE STANDING COMMITTEE ON  
DEFENCE (2008- 09)**

The Committee sat on Tuesday, the 2<sup>nd</sup> September 2008 from 1100 to 1225 hrs. in Committee Room No. 'G-074', Parliament Library Building, New Delhi.

**PRESENT**

Shri Balasaheb Vikhe Patil - Chairman

**MEMBERS**

**LOK SABHA**

2. Shri Vijay Bahuguna
3. Shri Santosh Gangwar
4. Dr. K.S. Manoj
5. Shri Raju Rana
6. Dr. H.T. Sangliana
7. Shri Arjun Charan Sethi
8. Shri Balashowry Vallabhaneni

**RAJYA SABHA**

9. Shri Jai Parkash Aggarwal
10. Shri R.K. Dhawan
11. Shri A. Elavarasan
12. Shri M.V. Mysura Reddy
13. Shri K.B. Shanappa
14. Smt. Viplove Thakur

**SECRETARIAT**

1. Shri S.K. Sharma - Additional Secretary
2. Shri A. Louis Martin - Joint Secretary
3. Shri Rajeev Sharma - Director
4. Shri D.R. Shekhar - Deputy Secretary

**MINISTRY OF DEFENCE**

1. Smt. Neelam Nath - Additional Secretary (N)
2. Shri R.K. Mathur - Additional Secretary (M)
3. Shri Jatinderbir Singh - Joint Secretary (Trg.)
4. Shri Binoy Kumar - Joint Secretary (Navy)
5. Shri Sanjeeva Kumar - Joint Secretary (ESW)
6. Shri Ajay Tirkey - Joint Secretary (E)
7. Shri Amit Cowshish - Addl. FA(A)
8. Ms. Shobhana Joshi - Addl. FA(S)
9. Shri V.K. Langan - Dir(AG)
10. Shri C.N. Ganjoo - Dir(Res)

**ARMED FORCES HEADQUARTERS CIVIL SERVICES (AFHQCS)**

11.	Lt. Gen. M.L. Naidu	-	VCOAS
12.	V. Adml. Raman Prem Suthan	-	VCNS
13.	Air Mshl P.V. Naik	-	VCAS
14.	Lt. Gen. Thomas Mathew	-	AG
15.	Lt. Gen. V.K. Chaturvedi	-	DG (MP&PS)
16.	Air Mshl. S. Mukherji	-	AOP
17.	Air Mshl. D. Kukreja	-	DCIDS(DOT)
18.	Vice Adml. D.K. Dewan	-	COP
19.	Maj. Gen. S.P. Singh Offg.	-	DGMT
20.	Maj. Gen. S.G. Chatterji	-	DG (Restt)
21.	Maj. Gen. S.R. Ghosh	-	ADG MP
22.	Maj. Gen. S.P. Kochhar	-	ADG PS
23.	Maj. Gen. M.N. Kashid	-	ADG Retg.
24.	Smt. Shobhana Joshi	-	Additional FA (S)
25.	Shri Amit Cowshish	-	Additional FA (A)

3. The Chairman and Members of the Committee then sought clarification on the issues relating to the precise role and responsibility of Armed Forces Headquarters Civil Service, various schemes run by Directorate General Resettlement, proposed changes in the policy regarding the recruitment of officers in the Armed Forces, retention bonus for select cadre in Armed Forces, creation of a Permanent Commission for Ex-Servicemen to look after their proper resettlement, issues related to wards of Ex-Servicemen, etc.

4. The representatives of the Ministry of Defence gave their clarifications on the issues raised by the Members. As regards the points on which the representatives could not readily respond, the Committee desired the Ministry to furnish written information at the earliest.

5. A copy of verbatim record of the proceedings has been kept.

**The Committee then adjourned.**

**MINUTES OF THE FOURTH SITTING OF THE STANDING COMMITTEE ON  
DEFENCE (2008- 09)**

The Committee sat on Tuesday, the 16<sup>th</sup> September 2008 from 1500 to 1600 hrs. in Committee Room No. '53, Parliament House, New Delhi.

**PRESENT**

Shri Balasaheb Vikhe Patil - Chairman

**MEMBERS**

**LOK SABHA**

1. Shri Vijay Bahuguna
2. Shri S. Bangarappa
3. Shri Jigajinagi Ramesh Chandappa
4. Dr. K.S. Manoj
5. Ms. Ingrid Mcleod
6. Dr. H.T. Sangliana
7. Shri Manavendra Singh
8. Shri Balashowry Vallabhaneni

**RAJYA SABHA**

9. Dr. Farooq Abdullah
10. Shri Jai Parkash Aggarwal
11. Shri Abu Asim Azmi
12. Shri M.V. Mysura Reddy
13. Shri K.B. Shanappa
14. Smt. Viplove Thakur

**SECRETARIAT**

1. Shri Rajeev Sharma - Director
2. Smt. J.M. Sinha - Under Secretary

**DEPARTMENT OF PERSONNEL & TRAINING (DOPT)**

1. Smt. Vibha Puri - Additional Secretary
2. Smt. Trishaljit Seth - Director
3. Smt. Smita Kumar - Director
4. Shri Yatendra Kumar - Deputy Secretary



2. At the outset, the Chairman drew the attention of the representatives of the Department of Personnel and Training (DOPT) to the Direction 58 of the Directions by the Speaker, Lok Sabha regarding maintaining confidentiality of the deliberations of the sitting. The Committee, then sought clarifications from the representatives of DOPT on certain issues relating to the matters connected with cadre of Armed Forces Headquarters Civil Service (AFHQCS) and also on the need for taking appropriate steps to formulate a policy to make the administrative authorities like District Magistrate and Superintendent of Police to respond promptly to the problems and grievances to serving defence services personnel and their family.

3. The representatives of DOPT, then, briefed the Committee on the issues related to the cadre control of the AFHQCS and also on the All India Services and their cadre control. As regards the points on which the representatives of the DOPT could not readily respond, the Committee desired them to furnish written information at the earliest.

4. A copy of verbatim record of the proceedings has been kept.

**The Committee then adjourned.**

**MINUTES OF THE FIFTH SITTING OF THE STANDING COMMITTEE ON  
DEFENCE (2008- 09)**

The Committee sat on Tuesday, the 16<sup>th</sup> September 2008 from 1600 to 1700 hrs. in Committee Room No. '53, Parliament House, New Delhi.

**PRESENT**

Shri Balasaheb Vikhe Patil - Chairman

**MEMBERS**

**LOK SABHA**

1. Shri Vijay Bahuguna
2. Shri S. Bangarappa
3. Shri Jigajinagi Ramesh Chandappa
4. Dr. K.S. Manoj
5. Ms. Ingrid Mcleod
6. Dr. H.T. Sangliana
7. Shri Manavendra Singh
8. Shri Balashowry Vallabhaneni

**RAJYA SABHA**

9. Dr. Farooq Abdullah
10. Shri Jai Parkash Aggarwal
11. Shri Abu Asim Azmi
12. Shri M.V. Mysura Reddy
13. Shri K.B. Shanappa
14. Smt. Viplove Thakur

**SECRETARIAT**

1. Shri Rajeev Sharma - Director
2. Smt. J.M. Sinha - Under Secretary

**MINISTRY OF DEFENCE**

1. Shri Vijay Singh - Defence Secretary
2. Shri S.M.Acharya - Secretary, (EWS)
3. Smt. H.K. Pannu - FA(DS)
4. Smt. Neelam Nath - Additional Secretary (N)
5. Shri R.K. Mathur - Additional Secretary (M)
6. Shri Bimal Julka - JS(G/Air)
7. Shri Jatinderbir Singh - Joint Secretary (Trg.)
8. Shri Sanjeeva Kumar - Joint Secretary (ESW)
9. Shri Ajay Tirkey - Joint Secretary (E)
10. Shri Amit Cowshish - Addl. FA(A)
11. Ms. Shobhana Joshi - Addl. FA(S)
12. Shri C.N. Ganjoo - Dir(Res)
13. Shri Harbans Singh - Dir(Pen)
14. Shri V.K. Langan - Dir(AG)
15. Shri D.S. Chawla - Dir(N-I)

2. At the outset, the Chairman drew the attention of the representatives of the Ministry of Defence to the Direction 58 of the Directions by the Speaker, Lok Sabha regarding maintaining confidentiality of the deliberations of the sitting. Then the Chairman desired the representatives of the Ministry of Defence to brief the Committee on certain issues viz. shortage of manpower, cadre control in respect of Armed Forces Headquarters Civil Service (AFHQCS) etc. related to the subject 'Human Resource Planning, Shortage of Manpower, Infusion of hi-tech Training and Infrastructure for the Armed Forces'.
3. After completion of deliberation on the subject, the Committee also sought some clarifications on some of the issues relating to Defence Procurement Procedure-2008. The representative of the Ministry then briefed the Committee on the issues raised. As regards the points on which the representatives of the DOPT could not readily respond, the Committee desired them to furnish written information at the earliest.
4. A copy of verbatim record of the proceedings has been kept.

**The Committee then adjourned.**

**MINUTES OF THE TWELFTH SITTING OF THE STANDING COMMITTEE  
ON DEFENCE (2008- 09)**

The Committee sat on Friday, the 5<sup>th</sup> December 2008 from 1100 to 1130 hrs. in Committee Room No. `139', Parliament House Annexe, New Delhi.

**PRESENT**

Shri Balasaheb Vikhe Patil - Chairman

**MEMBERS**

**LOK SABHA**

1. Shri Santosh Gangwar
2. Shri Jigajinagi Ramesh Chandappa
3. Dr. K.S. Manoj
4. Shri Shrinivas Patil
5. Prof. Mahadeorao Shiwankar
6. Shri Balashowry Vallabhaneni

**RAJYA SABHA**

7. Shri Jai Parkash Aggarwal
8. Smt. Shobhana Bhartia
9. Shri R.K. Dhawan
10. Shri A. Elavarasan
11. Shri M.V. Mysura Reddy
12. Shri K.B. Shanappa

**SECRETARIAT**

- |    |                      |   |                  |
|----|----------------------|---|------------------|
| 1. | Shri A. Louis Martin | - | Joint Secretary  |
| 2. | Shri Rajeev Sharma   | - | Director         |
| 3. | Shri D.R. Shekhar    | - | Deputy Secretary |
| 4. | Smt. J.M. Sinha      | - | Under Secretary  |

2. At the outset, the Chairman welcomed the Members to the sitting of the Committee. The Committee, thereafter, took up for consideration the draft report on the subject 'Human Resource Planning, Shortage of Manpower, Infusion of hi-tech training and Infrastructure for the Armed Forces', and adopted the same, with minor modifications. The Chairman observed that the subject under Report being of vast nature, the members be requested to give their written suggestions if any, for being considered for incorporation in the Report. The members agreed to the observation of the Chairman and it was decided that such suggestions by member's might be made available within a week.

3. The Committee then authorized the Chairman to consider the suggestions so made by the members and finalise the report and present the same to the Parliament.

4. The Committee then took up for consideration the request from the Ministry of Defence for granting three months extension of time for furnishing background material on the subject `Status of implementation of Committee's recommendations made during the Fourteenth Lok Sabha'. The Committee decided that the Ministry of Defence might be requested to expedite and to furnish the requisite information within a month. It was also decided that the representatives of the Ministry might be asked to attend already scheduled sitting of the Committee on 16.12.2008 to make presentation on those recommendations on which information was readily available with them.

5. The Committee also expressed their condolence over the sad demise of former Prime Minister V.P. Singh.

**The Committee then adjourned.**