

Defence Management in India II

Wing Commander

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HRM in Armed Forces

Indian Army Doctrine (2004)

- 1. HRD a vital command function**
- 2. The soldier of tomorrow has to be an innovator who can combine imagination and knowledge with action**

Dictum of HRM in Armed Forces

Institutions do not transform – its people do !

Platforms/organizations do not defend Country – people do

Units/formations do not sacrifice/take risks – people do!!

**Highly skilled, competent and dedicated soldiers are
vital behind lethal weapon systems
to win a war!**

Key Drivers in Service Career of a Soldier

- 1. Terms of engagement of service**
- 2. Operating environment**
- 3. Socio-economic changes**

Terms and Conditions of Service

- 1. Soldier serves 17– 24 y (except JCOs) based on rank**
- 2. Retires around 35–37 y (42–44 y for Havildar)**
- 3. Similar recruitment in IN and IAF but 65-70% take PR**
- 4. IAF service 20 y (around 40 y of age)**
- 5. IN between 15–20 y (around 35–40 y of age)**
- 6. > Sgts serve up to 57 y (with extensions)**



Career Progression

Aspirations

1. To excel
2. To reach the highest rank possible

Career Echo System

1. Promotions within their trades/ranks
2. Criteria: performance/vacancies/medical fitness
3. Op Imperative : Young Fighting Fit Warriors

The Scenario

1. 75% retire as Naiks, 15% as Havildars, Rest rise to JCOs. ESM 24 L
2. But 96% want to continue in service

3. Early exit

- a) Prime age
- b) low pension
- c) max family commitments
- d) skills mismatch
- e) resettling after long absence
- f) ill-equipped in hard/soft skills
- g) tough service life leaves little scope for facing civil life
- h) social indifference
- i) pressure to lead better life

Operating Environment

1. The spectrum of warfare from sub-conventional to all-out war against nuclear backdrop
2. Soldier is expected to adapt quickly/train to fight and win
3. Last 30 y, due to geopolitical strategic environment
 - a) counter-insurgency ops
 - b) border security deployment
 - c) humanitarian assistance and disaster relief (HADR)
 - d) domestic law and orderwith shorter peace tenures
4. A soldier endures all this with élan, with no time to plan his imminent transition

Impact of Socio-economic Changes

1. Cantonment life no longer secluded
2. Vibrant civil environs
3. Pride in uniform declining. Tough selection. 1 out of 200
4. Most prefer services. Best have better options like police, para mil
5. Nuclear families
6. Urban living
7. Perks of civil employment
8. Family time. Only 28% have adequate time
9. Stability of tenure

Managing ESM

1. **Need for authentic centralised data base for critical analysis**
2. **Networking of service HQ, DESW, DGR, RSB/ZSB, Service and civil placement agencies wrt ESM data**
3. **Poor implementation of reservations by Centre/States. Central database needs updating**
4. **Centre's response is 14% accounting for 20% of reserved jobs!**
55 L Central jobs, 12-15 L meant for ESM, but only 2L got
60 k retire/year only 30% get absorbed in Govt jobs
policies are in place. Procedures are not streamlined/ implemented/monitored
indicates apathy with no will/vision
5. **ESM Reservations has no statutory backing.**
6. **Bihar, Meghalaya, Jharkhand, Kerala have no reservations**
7. **Majority of ESM (fighting arms) miss tech jobs as QRs do not match**

e.g.,

- 1. Punjab has 13% for ESM in Gp A, B, C and D posts**
7 General
4 SC
2 BC
- 2. But only 3% get filled!**
- 3. Armed Forces recruit on non-caste basis,
sufficient number of ESM not available from each category to
fill the posts
vacancies get merged with main pool of SC/BC**

- 8. Protection of Reservations like SC/ST/BC**
- 9. Can appear in last year of service. Choose one from many**
- 10. Age limit Service + 3 y**
- 11. Declining Status of a Veteran. Their dedication is rewarded with down graded dignity!**
- 12. While in service Central List, later State List?**
- 13. No statutory provision on Veteran's privileges/ benefits**
- 14. Civilian business community does not understand military service skills/how to translate them**

Certifications

- 1. Equivalency of skills does not exist**
- 2. 10+2 + 15 y service = Army Graduation Certificate. Lacks authenticity and acceptance as not issued by a recognised institute**
- 3. Gyan Deep to get skills of JCO/OR s recognised by IGNOU**
- 4. Kshamata to impart soft skills training to JCO/OR**
- 5. Soft skills**
- 6. Entrepreneurial skills**
- 7. Computer literacy**
- 8. Personal finance**

Global HR Practices for Veterans

- 1. Transition is well orchestrated by planning well in advance, giving adequate time and opportunities to soldiers.**
- 2. Tax credits to businessmen who hire veterans.**
- 3. Adequacy of funds for veteran programmes.**
- 4. Education and career counselling, including networking with employers**
- 5. Partnerships with corporates, facilitating preparedness for future while still serving**
- 6. Agreements with career development and placement specialists for transition.**

**Since
reservations in jobs
financial assistance
honing of skills or
psychological preparation of soldiers

are important factors for transition,

prioritization of soldiers' affairs
monitoring at the apex level

will drive this agenda on a positive course.**

Profile of Future Soldier

- 1. Quick decision making capability**
- 2. Greater mental mobility**
- 3. Adaptability to rapidly changing situations**
- 4. Capacity to handle higher stress levels**
- 5. Capability to handle independent assignments**
- 6. Higher technical competence**
- 7. Greater motivational levels and higher standards of junior leadership**
- 8. Administrative skills**

- 1.Attract**
- 2.Induct**
- 3.Train**
- 4.Motivate**
- 5.Learn and Grow**
- 6.Retain**
- 7.Deploy**
- 8.Retrain**
- 9.Empower to resettle with enhanced values**