

Human Resource Planning in the Armed Forces: A Concept Paper

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Abstract

The proposed research work is with the aim of analyzing the man power planning in Armed forces as specific to Indian environment. Methodology adopted is Thematic Appreciation. It is noticeable that a country likes India with large population and two neighbours always on the path of hostility compels for a large presence of men and women in uniform. Then such a decision is affecting the economic progress of the country. The aim of this paper is to analyze all these aspects and recommend a viable staffing in the Indian context, considering the vast resources the country has and the need for more efficiency. The findings will give an insight on to the relevance of practicable methods to deal with staffing in Indian armed forces and may serve as input in improving efficiency, ensuring transparency in social life and further research on the subject.

Key words: profession, employment opportunity, financial stability, social outcome, efficiency.

Introduction

India has a large standing army and with the distant neighbours we have nurturing diverse views on various issues, requirement of such large numbers is justified from the security and sovereignty point of view. It is presumptive to state that the country has efficient armed forces with volunteers which has withstood the test of time thwarting nefarious attempts by forces trying to breach the territorial integrity and sovereignty. Large proportion of youth in the country are extremely interested in a tenure (may be a short one) in the armed forces. The national spirit was seen belligerent during the Balakot strike (against Pakistan sponsored militants) and later during the Gawan valley incident (immature nibbling activity by China) reflects the ever increasing patriotism of our citizen. Hence the question is whether it is correct time to reconsider the human resource planning in armed forces. It has been seen that existing recruiting system for all ranks in the army and the promotion procedure is without any bias

but lacks progressive outlook. Hence the attempt in this paper is not to interfere or cast aspersion on their functioning but as to how the country can have an armed forces which is all inclusive, younger soldiers and officers both serving and reservists, rather than creating a source of employment and in that process convert in to a fully fledged profession. Combat as a profession and a source of employment are two diverse conditions which need to be separated. Unlike the early years of independence, many are joining Armed Forces for livelihood than as a profession. It is quite reasonable to have such a view and no one can blame the people for having an eye on livelihood. This outlook in no way disrobes the commitment men in uniform have for the country and profession. But the bigger question is that it tends to reduce the youth power and then the financial impact for developing nation is a serious concern. As details about strength, composition are classified we would approximate the details and as far as possible avoid using actual figures.

Let us consider the reality; which is that a person joins at the age of 18 and serves till 37 and retires in case he or she is not called in for promotion, similar would be the case of officers where in case they are not promoted beyond Colonel will be in the effective strength for another 17 years for livelihood. Hence they would have crossed the youth and effectiveness during the peak of their service. Even though not a very major concern, maintaining such a large Army and covering the pensioners benefits would be a definite cause of concern at the financial department, because every soldier in the army is maintained at a cost. How can the country have an efficient Army at the same time keeping a close watch on the vast border without maintaining such a huge standing army? Having been in the thick of things during large part of the military career, this paper intends to suggest some procedural measures with the aim of creating an impact and visibility on modern way of keeping our borders safe.

It is true that large numbers of Indians are keen to serve in the Armed forces. On interaction it is evident that they would like to be a part not for livelihood but as a profession. So it directly indicates preference for a short engagement. How short the engagement should be? Ideally speaking many are of the view of a three year period. During Covid 19 this country has shown the there is a very robust medical set up in the country which puts many of the developed nations to shame as far as health care system and transparency are concerned. With the supply chain system functioning well the country has shown its power in the logistic field. As regards transport system is concerned, there is no dearth of manufacturers and logistics providers, whether it is 1PL (Party Logistics Providers), 2PL, 3PL or even 4 PL service providers. So we are faced with a situation that despite the availability of mammoth resources the country is practicing an age old system of staffing the armed forces. Certainly the system and such an

outlook need a change from the functional, efficiency and financial point of view.

With these parameters under consideration an effort was made to interact with the youth of the country on their views about the pattern and philosophy of staffing the armed forces. In a myopic race, beguiled by the false superiority complex and ever ending race for one up man ship it has created a top heavy structure in the armed forces developing a hierarchy which is too fat on top spending tax payers' money. A cursory visit to the headquarters quarters in Delhi would indicate that corridors are filled with red tabs and their population is ever increasing. In a race to outwit the civilian bureaucracy have the armed forces stretched too far. Best of the war which was 'The War for Liberation of Bangladesh, 1971' was fought under armed forces which had comparatively less red tabs. By creating more to compete with the civilian governmental structure or trying to equate the precedence has the country lost something. Honestly comparing Armed forces structure with Civilian bureaucratic structure is like comparing apple with oranges. Over the years supported by the suspicious overtures the political hierarchy has kept the military in a low profile contemplating a power struggle like that in the neighboring country.

The aim of this paper is to analyze all these aspects and recommend a viable staffing in the Indian context, considering the vast resources the country has and the need for more efficiency. If the security forces and civilian bureaucracy using all the might cannot obliterate militancy activities in certain parts of the country including the violent naxalism, then there is something really wrong. Can we take the tax payers for a ride? Should armed forces be a source of employment or is there a necessity for making it a profession?

Review

In comparison to the countries in the Indian subcontinent there is a strong democratic set up in India with a sober and professional Army, which has always supported a democratic government. History is replete with examples where despite chaos in 1975 or years after the emergency when instability in the democratic foundations were compelled by beguiled political leaders of that time, Armed forces never showed the intent to capture power. It is quite reasonable to assume that despite a resounding victory in 1971 or having a mass appeal, Armed forces withstood the test of time to alienate itself from political positions despite the fact that except for the present government never before in the history of the country their hard work, professionalism, non alignment to politics and being never power hungry was rewarded. Always the bureaucracy had the cake and ate them too.

Indian armed forces are under the management of Ministry of defense. It has an estimated strength of over 1.4 million active personnel. Presumably it

has the second largest military force. The GDP value of India represents **2.31 percent** of the world economy. GDP in India averaged 624.66 USD Billion from 1960 until 2019, reaching an all time high of 2800 USD Billion in 2019 and a record low of 37.03 USD Billion in 1960.

This country is a nuclear power and has good relations with most of the countries including their neighbors, except for Pakistan which has always been a rogue state. In the modern context sustained long drawn out war is rare but limited incursions or border violations like the Kargil conflict cannot be ruled out. Other than this strength, India has a large contingent of men and women in uniform for combating border violations and threats to internal security by way of Assam Rifles, Border Security force, Central Industrial Security force, Central Reserve police force, and Indo-Tibetan border police. The combined strength works out to approximately 1.2 million. In addition to this for internal security there are the State police. Indian police is categorized in to two; civil police and armed police. Estimated strength is 1.4 million out of which 1.1 million is civil police and 0.3 million is armed police. Civil Police is designated for maintaining law and order, prevention and detection of crime and law enforcement. They are the policemen with whom we have day-to-day contact. Armed Police, on the other hand, are seen during natural disasters or riots/civil unrest. Further adding up would be the NDRF constituted primarily to combat natural or manmade calamities.

Retirement age of bulk of armed forces personnel unless they rise up in ranks through promotion is around 35 years of age and that of the Para military and police would be ranging from 56 to 60 years. At present through proportional representation based on rationalistic affinity recruitment is carried out through methodical process for the Armed forces and similarly in other paramilitary and police forces. The categorization of cast oriented classification of citizens in all these organization is continuing, which apparently is a legacy of British system and no one has ever tried to alter it.

Methodology

Thematic Analysis is one of the most universal forms of analysis within qualitative research.

Before proceeding further on the core issue let me bring in one of the method which is generally considered in operations management to identify (equipment effectiveness). Certain similarities do exist in the case of a professional armed forces effectiveness and life cycle, hence brought in for analogues reasoning. There are six loss areas which are required to be measured and tracked to improve equipment effectiveness (EE). These are down time losses like planned breaks or maintenance shut down and unplanned down time as a result of breakdown, reduced speed losses, poor

quality losses. Down time losses calculated using the formula: $A = \frac{T}{P} \times 100$ where A is availability, T is operating time (P-D); P planned operating time, D down time. Reduced speed losses are calculated using the formula $E = \frac{(C \times N)}{T} \times 100$ where E is performance efficiency, C theoretical cycle time and N processes quantity. Poor quality losses can be found using the formula $R = \frac{(N-Q)}{N} \times 100$, where R is the rate of quality of products, q non conformities. EE (Equipment Effectiveness) is the decimal equivalent product of A, E, R; $EE = A \times E \times R$.

This can be better understood with the help of a practical data; Details of production numbers on Location SR 731 are: operation is scheduled for 6 days a week with 8 hours a day, production down time in a week is 420 minutes, similarly maintenance down time is 240 minutes. Standard cycle time is 0.6 units per minute; production completed during the week is 5000 with 100 defective parts. $P = 8 \times 6 \times 60 = 2880$ minutes/week; $D = 420 + 240 = 660$ minutes; $T = 2880 - 660 = 2220$. $A = (2220/2880) \times 100 = 77.08\%$, $E = (0.6 \times 5000 / 2220) \times 100 = 135.135\%$, $R = [(5000 - 100) / 5000] \times 100 = 98\%$. $EE = A \times E \times R = 0.7708 \times 1.35135 \times 0.98 = 1.0208 = 102.08\%$ which is much above the standard rate of 85% EE. Some of the common losses are; breakdowns, setup and adjustments, reduced speed, minor stoppages, defects and rework and start-up loss.

Factual Aspects

It is undoubtedly true that with such 'distant neighbours' India require a large Army to guard its sovereignty. The reason for such a sad state of affairs is that the country lacked a clear vision in its foreign as well as external economic policy over a period of time. Consider the response of China to various policy matters in world forum. They all have been anti India. Despite that the country is maintaining a huge trade deficit with China. This money is being pumped into Pakistan. If ultimately that is the result then why shouldn't the policy makers contemplate on mending relations with Pakistan and improve economic relations so that the credit of economic development does not go to China at our cost. When There is a practically conceivable direct economic relation, then Pakistan would harp on better ties with India and rather than sponsoring terrorism based on religious intolerance towards India would target the Chinese for atrocities against Uyghur, if that happens to be true. When the country knows that China is economically better positioned than India hence to have a soft economic policy towards that country is beyond sanity or clear reasons. After all what is China supplying to this country, all inferior, substandard items which are not meeting the Western quality standards. What are these items; surprisingly these are items the manufacture of which thrived in

India by Indian companies. Quality of those Indian products were high, but definitely costlier. So we have fallen prey to our on absence of long term vision. One may cry foul with all the policies of Trump and his administration, but they maintained that priority is for American goods, which has resulted in China which was showing eyes found sulking. Hence military prudence indicate that unless the country gears up its administrative machinery to work in a cohesive manner against one enemy we would be fighting with him separately, as a result when China is being tackled militarily, the economic policy supports it or foreign policy, so on and so forth.

Hence to consider a rational approach for a manpower policy, we have to address this key issue and change our outlook. As with Pakistan the main issue is militancy. The whole world is aware that political establishment in Pakistan is defunct from the time the country was formed. There is no semblance of democracy existing. Military has predominance and in military the ISI which is apparently neither in the control of Army or political establishment. It is reasonable to believe that certain parts of Pakistan are ruled by warlords. In such a scenario, to stop militancy is not within the power of either the political establishment or majority of the Army of Pakistan. In such a situation, rather than crying foul every time about ISI or Pakistan, whenever a militant related incidents take place, why shouldn't the leadership of this country whether it is political or military consider the way America treated 9/11 incident. It never blamed Saudi Arabia from where Osama-bin-laden belonged or Pakistan where he operated. Instead went ahead with its mission. Similarly in case India decide to tackle militancy independently and deal with Pakistan's political leadership on economic front , over a period of time subjugation or operating under the shackles of military will be removed. In that way the popular support and dependency will increase and the constant tension between India and Pakistan may be removed. Definitely it will take time but rather than wasting money on inferior Chinese goods, this step would be a better investment. India has a large consumer market and if we stop importing goods from China or increase the tariff as Trump has done, then not only that Indian industries will not only regain the lost glory but also can catch China by its tail. Still requirement of large standing Army remains, but over a period of ten to fifteen years it can be drastically reduced.

Analysis

Let us examine the present system of man power planning in the Armed Forces. It is a voluntary force, and that should be the case in any true democracy, because the job in Army is difficult. The question here is that with the manpower development in the country have we kept pace in Armed forces recruitment. Definitely no. The method adopted for manpower

planning and recruitment is old and unique. As a prelude let us analyze the requirement of manpower planning in Armed Forces. As Army has the largest manpower area, its requirement is being analyzed considering that the case with Navy and Air Force apparently similar.

In the other than officer category, we would say that 80% of the requirement is for soldiers. For e.g. in a sec of ten men there are eight are soldiers and other two promoted personnel as leaders. That being a rough estimate we take a standard deviation of 1σ , and consider the mean as 8 and with a variation of 1σ , 8 ± 1 . Going on the right tail may not be catering for the worst scenario we would have a normal distribution with left tail. Therefore every seven in a team of ten would be soldiers without the requirement of promotion at that stage or ever after in an organizational consideration but definitely not personal contemplation. They may be promoted later which is the assumption. Hence in an estimated strength of 1 million personnel estimated in the Army 7 lakh personnel automatically falls in to the category of youth. Promotion of a person from soldier to Lance Naik (Lance Corporal) is usually in the range of 8 ± 4 years with σ of 4 years depending on the regiment. Hence for 8 years Army requirement is actually confined to young soldiers. So we may build a strategy of having large majority young in age with short tenure ranging from 3 to 5 years term in the Army meeting the requirement of soldiers, balance 2 lakh can be the permanent cadre who serves for longer duration as per terms and conditions of each rank they are promoted up to. Similarly in the case of officers' requirement is of young officers which are six in ten and that of a young person vibrant enough and having equal matching mobility and speed. Thus taking a general average the mean would be 5 years with a 1σ standard deviation. So the general duration required would be 5 ± 1 . Let us go for a normal distribution with left tail, which is 4 years. This means that approximately 30000 personnel in the officer cadre would not be able to reach the rank of selection grade colonel and gets wasted out. Hence here also there is the possibility of engaging youth for a period of five years and the balance four out of ten based on the prospects continue as a permanent cadre on choice and selection.

There is another area where the existing talent in the civil can be roped in. During the Covid 19, it has been established that best of the medical brains are from India. The country has a large pool of super specialists, specialists, general duty doctors, technicians and nurses in the country. Like the case of soldiers and officers from arms and services they can be hired for period up to five years and retaining a minimal permanent cadre the rest can be returned to the civil human resources stream. It would not be that they are left in to the main stream of population with disregard, but with facilities and absorbed in to various avenues which will be discussed in later course of the paper.

This broad concept at the outset has two strategic advantages which are; youth power and vibrant combatants and attracting the best talent for the necessary period of time. In terms of Manpower effectiveness (ME) it can be extrapolated as a dot product of Availability =A, Performance Efficiency = E and R= Rate of quality. When we transform to the professional approach from employment avenue approach the ME would make a quantum jump. ME1 (Present manpower structuring) = 0.8[(80%) Availability] x 0.6 [(60%, age being an important factor) Performance efficiency] x 0.7[(70% due to wear and tear after five years of service and psychological, societal compulsions) Rate of quality] = 0.336, which is a low figure; compared to the proposed concept where ME2 = 0.9 [(90%) Availability] x 0.85[(85% age being an important factor) Performance efficiency] x 0.95[(90% due to less wear and tear and absence of psychological, societal compulsions) Rate of quality] = 0.727. This is also not reaching the required figure of 0.85, but can be achieved by correct employment and practical HR management.

Hence technically speaking the short tenure would increase efficiency. This view may be challenged considering that a permanent embodiment may increase commitment. But that has only hypothetical value. Now also due to various commitments the tenure of a person in a particular unit is limited to two to three years once he crosses five years of service, may it be officers or persons below officer rank. Even though we rule out the role of touts or corrupt officials, it is quite reasonable to believe that the best of the volunteers often do not get a consideration for selection now even after pruning the errands in recruitment systems. So the question is how we should go about.

Findings

With a large manpower we have of youth we can attract the best talent by expanding the scope of NCC (National cadet Corps). Retain the junior division at its present level, but the senior division can be improved. Here we should work with a little bit of seriousness. Unfortunately NCC training requires quite a lot of commitment from the present set up. Many a time it has been found that the allotted strength is never filled. The attitude of joining NCC to get some additional points for admission to professional courses and when the sole aim being dedicated for that, neither the cadets nor the trainers takes interest in the objectives of NCC. It is myopic view to judge an NCC cadet from the contingent which participates in the Republic day parade. They are just minute element of the Diaspora of NCC which has millions of cadets. Even if the trainers can realistically train senior division cadets much would be achieved. This training never goes waste even if they finally end up doing jobs which are not at all related to the NCC training. On the other hand in case if the system makes NCC certificate a mandatory requirement, then out of the available it is possible to get a better lot. In

such an eventuality, all that a cadet after passing C certificate is required to do is be physically fit to join the ranks. This would bring in transparency and engage much more competent youth and attract them to the armed forces. That does not limit the opportunity for other youths to volunteer for joining armed forces. When it comes to officer cadre, we require a different treatment. The present concept of different exams for the same positions in central government services look quite veered. So whether it is armed forces or civil services the exam should be common. There after irrespective of the talent and final destination all should be drawn in to serving in armed forces for a period of two years the least after which they can opt for; Army, or any other branches of Armed forces in the officer cadre or Para military forces, state police or civil services. In this way the material which is provided to civil services or paramilitary forces or state police or state services would be out of the best available and then the hierarchy rivalry which becomes an impediment in most of the cases will go away. Based on the choice they would be required to complete additional test to ascertain the competency like; written test, thematic appreciation test and interview. For the merit list based on the completed military engagement they should be provided additional weight age. It is true that all this would have been done once before at the time of opting for joining armed forces as an officer but that does not prevent a review. Similarly the persons below officer rank can be given an option after three years either to continue for another two more years. Out of those who have opted to continue for two more years' acceptance is provided and given further opportunities. Six months before the completion of five years, these men are provided with opportunity to continue in the armed forces or join paramilitary forces or police or administrative services in the rank and pay currently being engaged. As the man power in the combined strength paramilitary forces and state police is almost twice that of the strength of army there would not be any mismatch. Home ministry would not have any reason to complain, because they are getting trained manpower. As far as motivation level is concerned now that aspiration has matched with ambition so satisfaction level would be high and so also the motivation level. Based on the choice the men and women make the desirability for each of the services is concerned. As a result the armed forces have gained; youth power, trained through NCC tenure, a more efficient manpower which has become wholly professional and not employment oriented, and a smooth lateral transition, whereby the receiving department has no complaint of any sort.

What are the take away from this? First of all making recruitment more transparent, secondly men and women are not joining armed forces as a source of employment, but have the inner urge of professionalism to serve the nation by serving in the armed forces, and then there is a large standing armed force with younger age personnel at the application level and as the

level increases to conceptual level the small and essential permanent cadre takes on the job. The service rendered by the youth is compensated economically and aspiration wise at the end of the engagement, and as a result the nation does not have to foot a large bill for maintaining a large army as necessitated by the strategic requirement but with a reasonably lower bill.

What happens to these personnel who have volunteered to join Para military forces, civil services, state police, state administrative departments or public and private industrial jobs? The record of these people should be maintained and will add to the trained force readily available to the country at any point as a reserve. This trained combat potential available can then be translated in to substantial assets by maintaining them. It is reasonable to understand that as technology progress, it has an impact on warfare and substantial changes do take place. So on leaving the military for greener pastures after rendering unqualified dedication to the nation by service their combat potential cannot be wasted away. They are called upon once in a year for 30 days and refreshed on to the combat training, so that the combat potential is current and valid. These reservists can be for a period of up to 5 years. For the one month they are in annual training are paid remunerations as per the last rank held in active service. This one month would be considered as on duty by the present organization, they are in and a supernumerary salary can be provided. So at any time once this scheme is adopted, the nearby formation headquarters can be tasked to conduct the training and maintain details so that at the time of reckoning they are available. Imagine the impact of having combat strength almost double that of the standing army and volunteers who are generally around the age less than 30 years. It is prudent to state that under such a scenario the combat efficiency is improved and the fixed costs for maintaining a large standing army as well as pensioners financing the worries of the nation is adequately addressed.

Another area which has substantial scope is medical staff. Being a prime resource in a combat oriented force, their role can never be secondary or relegated to a lesser weightage. This country has a large pool of trained medical professionals whose competence have been identified more than ever before during the current Covid-19 crisis. For the requirement of armed forces rather than having a dedicated pool of doctors, technicians and Para medical staff for the army recommendation would be to utilize the vast resources the nation has. Here any trained doctor or nursing staff can be mandated to provide two years of service to the armed forces as per the requirement. Like the general duty practitioners, similar consideration can be made for specialists and super specialists, nurses and technicians. Having interacted with medical students, young doctors, nursing staff and technicians most of them are eager to put on the military uniform once in their life and serve the country in the defence force. To support their

aspirations all of them can be given a chance through due process and engaged in the armed forces. Like the case of combatants, they can also be provided incentives at the time of disengagement either materially or qualitatively. As matter of fact in case they would like to undertake post graduate or super-specialization course, extra marks can be awarded for securing a place in the merit list. Relaxation in interest or interest free loan can be provided to them for opening clinics or procure equipments. Serving in the military for a minimum period of three years can be made a mandatory clause for government jobs or specialization or super specialty. On the technician side apart from additional merit on account of military service a condition that they can be absorbed in government service anywhere in India irrespective of nativity can be included. In addition financial incentives to set up laboratories can be provided by way of reduced interest loans or interest free loans. In the case of paramedical staff, even though jobs are plenty, there is a problem with salary. Therefore government has to tackle both the cases simultaneously to bring the talented people in to the military profession. Lot many of the nursing students look forward to service in western or gulf countries. Here the government can introduce the scheme that a three year mandatory service with military as a qualifying requirement for job aspirants outside the country.

Recommendation: Schematic Proposal

The scheme envisaged is in outline, which can be developed in to details based on the continuity and flow of things. At the outset, it may be dovetailed that there would not be conscription. All volunteers for the armed forces are encouraged to apply. In the scheme of things, at the outset a sudden change is not recommended as it involves human concept. So the first and foremost consideration which should be incorporated is the form of intake in the armed forces. Based on the volunteers all are given the opportunity to enroll in the armed forces. After subjecting the volunteers to the mandatory physical efficiency tests and psychological tests if considered fit, they are enrolled in the army for a period of two years. Nearing the end of the two year contractual period, they are given an option, where a three year extension can be sought or opt for disengagement. Those who opt for disengagement are provided a low interest loan in case they require starting a business or provided a seat in the professional college they choose. For the next five years or till the time they reach 30 years of age are maintained as reservists. For these reservists, a rigorous one month training to hone their skills is conducted. Probably this can be at the various regimental centers at the time when the recruits have the scheduled long breaks. Those who opt to continue for another three year term are assessed during the entire period for suitability for being absorbed to government services. At this point no categorization is made. When the five year engagement is about to be

completed, say six months or so before, choice of the men and women in engaged service is sought for armed forces, paramilitary forces, state police, government service at centre or state, PSU etc. Now based on their choice, a team of people from the respective service would conduct suitability test for the volunteers at a convenient location. If considered fit as per the choice they are provided job or else provided the same incentive as was provided to men and women leaving the service after two years of engagement. Similar exercise is carried out for those who opt for officer cadre in armed forces, paramilitary forces, state police, and administrative service at centre or state, PSU etc. For enrolment in armed forces, paramilitary forces, state police, administrative service at centre or state, PSU etc either as an officer or person below officer rank there should not be any other mode of entry. In the case of administrative service or PSU only direct enrolment case can be for physically challenged personnel, which also should not be more than say 5% of the total vacancies. Out of these all those who are disengaging from the armed forces remain as reservists for a period of five years or attaining the age of 30 years, whichever is earlier?

It should be made mandatory that all people's representatives starting from President, Vice President, Judges, MPs, MLAs, MLCs, Local Body Representatives, Chairman of PSUs, should have had minimum of two years continuous service in armed forces.

Analysis on the Proposal

It is true that unlike most of the countries around the world, India is in a precarious situation with some rogue neighbors. With the fact that UN as a place to find lasting peace has been sabotaged in India's case by an accidental friend 'China'. Despite the fact that India had contributed more for the defeat of Axis powers in second world war and China was never in the scene, and have been thrashed by even a small country like Vietnam, out of the blue while looking for the fifth permanent member in UN found a place as Japan having been on the other side during the war could not be nominated. They could have gone in for a rational selection of India but then our foreign policy was weird that they lacked clear direction. Between India and China there was nothing to choose but the unprepared Himalayan blunder remained a stigma in the eyes of the world power. Another thorn in the flesh is Pakistan who is obsessed with the religious divide, despite the fact that there are more Muslims in India than Pakistan. Then like any country certain disgruntled elements within the country also needs to be addressed by the security forces like the militancy, naxal movements etc. Nepal is also showing its true colour, so some minor commitments are required on that border as well, may be in the form of ITBP, if not military. Hence unlike the peaceful coexistence one sees between say USA and Canada or Russia and China or the European countries, India is in a

precarious situation with the requirement of a strong military presence in its borders. Hence the government of all times is justified in having a military of sizable strength to guard its borders.

At the same time we find that almost all developed countries involve in a transformation of their military by having a force which is comparatively younger in age. Many countries have gone in for conscription which is not a necessity in this country with the huge number of volunteers available. Hence alternative ways and means are required to be identified to maintain efficiency. Practically speaking when a profession of such intensity like military becomes an employment opportunity, then the case becomes opaque. Even though not comparable but similar cases has been seen in other professional services wherever they have become employment opportunities, that profession has become self centered, which means looking inward. So the ability to delineate profession from employment opportunity is a requirement in the manpower planning for military.

A flow diagram of the recommended methodology is as given in the figure below; With this process the true leadership element at all levels would be identified and application of force would be quite decisive.

The next issue at hand is the development of a nationwide resource as reserve to combat contingencies. For a global scenario with two active fronts if not for numerical superiority, but to create a semblance of equality the standing armed forces required for a country like India is beyond its economic capability. Now in case we try to replace numerical superiority with advance weapon system, in the case of an eye ball to eye ball scenario with the presence of troops on the ground being vital such a proposition is not acceptable. Take the case of Kargil war and similar such incidents between India and the belligerent neighbours like Pakistan and China, it was physical occupation the essence of all these conflicts. Alternatively in case a consensus can be reached on the troop deployment between China and India in the lines of international border elsewhere by according status to Para military forces like the border with Bangladesh or elsewhere then the troop level of standing army can be substantially reduced, but that takes a lot of foreign ministry level hard work, which with the present set up or the earlier ones impossible unless the understanding is improved as well as commitment. So in such a situation, these combatants who have shed the uniform and have been absorbed in paramilitary, civil services, PSUs or private industries, entrepreneurs can be called upon at the need of the hour when the country faces external threat, whereby the need of a large standing army can be done away with by a comparatively smaller strength. This can meet merit if every year one month of intensive training is provided to these reservists for a period of five years from the time they leave the armed forces. During this time as a tribute they can be accorded privileges which can be thought of after due deliberations. At present also the men and

women in uniform on completing the engagement are maintained as reservists for some period of time, but consider the age at which they will be available. In earliest of the case they would be around 40 years of age, which functionally would be a liability with lesser physical and mental appeal compared to the suggested system where they are available at say 28 years of age. Which is better? Obviously the new system being recommended has far more advantages including this factor of reservists.

Another fall out of such a large armed force and the long border is the constant absence of the service men from their families. Not conceding primarily to the biological factors, the cause of concern is the poor development of children of these armed forces men, whose constant absence from family, especially children, turn them to be equipped with less potential or handicapped when facing real life situation. As a result they fall out in race and psychological stigma on them is even greater as an incompetent person. This is primarily because we are committed to developing a structure which has not moved ahead with time. How can the manpower planning be augmented to make a decisive change?

These steps cannot be made all of a sudden. Probably the time period envisaged in a temporary transition is about seven years and altogether incorporation of the philosophy may take even more time say around fifteen years. In this undertaking, the first and foremost method or step is to identify the qualities required in a person who is a diehard military per se. This could not in any way differentiate him a not so vociferous person. When you ask people who are already serving in the armed forces and posed with a question as to how many are working as a source of employment it would be natural to find that more than 85% would agree that it is not a profession but a source of earning. So we need not go back to the old aged method of taking men and women from well-off families to the armed forces, and can see the suitability. Why this change? The reason is that in addition to aspiration which would have been identified during the past five years of service, the increased involvement may be related to the ERG theory of motivation. If both these work well then the manpower planning would be without pitfalls, otherwise a review would be required. To obviate regional, communal and partisan approach which are prominent in many of the selection process in the armed forces and outside as well, rather than the present CR system a 365 degree appraisal system may be introduced for considering suitability and later on promotion. Now let us say with that just about 8-10% of the manpower is reintroduced by this method, it would take probably 10-12 years to totally commit the system. During this period, efficacy of the system can be seen and if there are grey areas these could be addressed.

Economic fallout of such a proposal has not been considered. However the effectiveness as perceived and the inherent reserve force built up which

gives such a great combat strength have been the main focus of thought. There is another point which should be seen in the light of professionalism, which is that an actual professional has an inherent hunger to improve the environment he or she is interested in. On the other hand when this aspect of professionalism is diluted by employment opportunity, it is a dichotomy. In all other jobs in the world probably professionalism can be diluted to some extent to make a living out of it, but not in the case of combat. A superficial view indicates that economic advantage also exists in such a proposal. There may be initial cost which we may call it as fixed cost, but in case the existing infrastructure available in terms of recruitment and selection organizations of armed forces, central and state civil services, paramilitary forces, police forces and UPSC for the PSU are made use of then the fixed cost will not be in anyway greater than what is at present. Definitely the permanent training establishment can be used for all training needs because they are more than necessary. A substantial saving would come out of this in terms of pensions and allied commitments which are presently authorized and portioned off for the veterans.

Conclusion

At present through proportional representation based on regionalist affinity recruitment is carried out through methodical process for the Armed forces and similarly in other paramilitary and police forces. Certain similarities do exist in the case of professional armed forces effectiveness and life cycle, hence brought operational management concept of Weibull distribution and Equipment effectiveness concept for analogues reasoning.

It is well known that China is economically better positioned than India hence to have a soft economic policy towards that country is beyond sanity or clear reasons. The whole world is aware that political establishment in Pakistan is defunct from the time the country was formed.

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