

Chapter VII

Ex-Servicemen Re-employment Policies Prevalent in Other Countries

6.1. Every country has its own ethos and history which decides the civilian military relationship in that particular country. Policies for second career options for their young and not so young coming out of the military service depend upon the trust and confidence in their abilities and concern for their resettlement among the governments and business community. In some countries, it will be the economic sense of providing jobs to these men that will play supreme in deciding the policies, while in others, it will be the social and cultural impacts of it. In some countries, the military service is mandatory and of short tenure and therefore, every young person has to go through it and policies of their lateral inductions and reemployment are well laid out, while in others, military involvement in government formation and functioning is so overt that policies can be quite arbitrary and completely skewed in their favour, sometimes, even at the cost of public at large. Therefore, while we should study the policies and procedures in vogue in different countries of the world, their applicability to India has to be viewed keeping our diverse social, cultural, economic and political dimensions in mind. With this background, we shall look at the practices and policies of few countries in subsequent paragraphs.

6.2. **Canada**

6.2.1. Canada has a dedicated Ministry of Veteran Affairs. The Department of National Defence and the Canadian Armed Forces website www.forces.gc.ca¹⁹ explains that Canadian Armed Forces (CAF) has a well worked out 'Canadian Armed Forces Transition Program'. Every year, several thousand military members transition out of the Canadian Armed Forces (CAF). Releasing CAF personnel are highly-trained individuals who have benefited from ongoing professional development opportunities and lived

¹⁹ 'Canadian Armed Forces Transition Program'. (Online) Available: www.forces.gc.ca. (accessed on January 12, 2015)

unique experiences throughout their careers. They also generally possess an accelerated learning curve as well as advanced leadership and teamwork skills. While the CAF endeavours to retain as many members as possible, the Transition Program exists to support releasing CAF personnel in transferring their abilities to civilian life upon release from the military. The Transition Program consists of a wide variety of initiatives and is focused on preparing members for a second career. This process is facilitated by connecting with employers and industry and educating them on the benefits of hiring former military members. The Transition Program also connects releasing military members with potential civilian employers, continuing education, vocational training, entrepreneurial opportunities, and other second career possibilities. Additionally, it offers tailored support for those CAF members releasing for medical reasons.

6.2.2. The Second Career Assistance Network is provided through local base/ wing Personnel Selection Offices and includes career and educational counselling, career transition workshops, long-term planning seminars, as well as a series of interactive seminars open to transitioning CAF members and their spouses or common law partners.

6.2.3. *Third Party Partnerships for Reemployment of Ex Servicemen in Canada*

(a) ***Military Employment Transition Program.*** Provided in cooperation with an NGO 'Canada Company', the '*Military Employment Transition Program*' serves as a one-stop web portal for all things related to transition for serving and retired military members. '*Canada Company*' is a charitable, non-partisan organization that serves as a bridge between business, community leaders and the CAF. The '*Military Employment Transition Program*' educates prospective employers, including private and public sector organizations on the benefits of hiring former members of the CAF. It

also connects employers to the retiring CAF population and potential employees.

(b) ***Prince's Charities (Operation Entrepreneur)***. As part of the '*Prince's Charities Canada, Operation Entrepreneur*' is for transitioning CAF members interested in realizing their dreams of entrepreneurship. It offers CAF members the education, financing, and mentoring needed to start and sustain their own successful business. Operation Entrepreneur was developed and is delivered in partnership with the 'Canadian Youth Business Foundation' and 'Enactus Memorial' at Memorial University of Newfoundland, while being supported by the Department of National Defence, Service Income Security Insurance Program Financial Services and Veterans Affairs Canada.

(c) ***Helmets to Hardhats***. '*Helmets to Hardhats*' (H2H) Canada is a partnership with Canada's Building Trades Unions, their many employers across Canada, and government stakeholders. The program offers apprenticeship opportunities to achieve a journeyman qualification in the building and construction trade of one's choice, as well as potential opportunities in other management positions within this industry, all leading to a promising new career.

(d) ***Canadian Franchise Association***. '*Canadian Franchise Association*' is working with the CAF to launch a veterans program assisting military personnel transitioning out of the military who are interested in becoming a franchise owner. Participating franchises are committed to offering qualified veterans their best offer.

6.3. ***United Kingdom***

6.3.1. The Government of UK website www.gov.uk/defence-armed-forces/ explains the Career Transition Partnership (CTP), which comprises the Ministry of Defence (MOD) and recruitment specialists Right Management and

provides a resettlement service to eligible service leavers. This is designed to help personnel leaving the armed forces to make a successful transition to civilian employment in a suitable second career, which is appropriate to their skills, knowledge, experience and aspirations.

6.3.2. **Resettlement Provision.** Provision of resettlement starts up to 2 years before an individual is due to leave the armed forces. This provision is graduated and depends upon how long the service leaver has been serving in the armed forces. Resettlement is delivered in three tiers – at Unit level, Service level and tri-service level. Everyone on the trained strength is eligible to see a first and second line officer for information and advice on resettlement at any time during their careers. To be eligible for 3rd line services under the CTP, there are 2 levels of entry depending upon the length of service.

- (a) Those who have completed 4 years or more service are entitled to an employment support programme (ESP)
- (b) Those who have completed 6 years or more are entitled to the full service

6.3.3. Service leavers who have completed 6 years or more are also eligible for an amount of time, known as graduated resettlement time (GRT) which can be used to undertake resettlement activities. This is 4 weeks for those who have 6 years but rises to 7 weeks for those who have completed 16 years or more. They are also eligible for a grant, the individual resettlement training costs grant, which can be used towards meeting the costs of training during resettlement. They will also receive travel and subsistence support for resettlement activities taken as part of GRT.

6.3.4. **Employment Support Programme.** The employment support programme (ESP) service is available through the CTP to service leavers who have completed 4 years service, from 6 months before discharge up until 2 years post discharge. Each service leaver is assigned an individual career

consultant from either the Regular Forces Employment Association (RFEA), or, in the case of an officer, the Officer Association (OA). The consultant will provide detailed advice on the types of service which the individual may be suitable for in the region to which they intend to relocate. The service leaver will also have access to a comprehensive database of jobs, many of which are available exclusively to service leavers, and the consultant will help them in making contact with prospective employers.

6.3.5. Full Resettlement Service. The full service is available through the CTP for those service leavers who have completed 6 years service or more and commences up to 2 years before discharge until 2 year post discharge. The services provided include:-

- (a) Allocation of a personal career consultant, with unlimited face-to-face contact
- (b) Various workshops, which will assist a service leaver in producing a CV, researching the job market, preparing for an interview and responding to job adverts. There are also options which give guidance to those service leavers who intend to retire
- (c) Access to training so that transferable skills which service leavers develop during their time in the armed forces can lead to equivalent civilian qualifications
- (d) Access to the ESP

6.4. United States of America

6.4.1. "*Military to Civilian Transition Guide*" 2011-12 Edition, authored by Carl S. Savino and Ronald L. Krannich²⁰ gives detailed insight into the second

²⁰ Savino, Carl S and Krannich, Ronald L (2011). '*The Military to Civilian Transition Guide*', 2011-12 Edition. Virginia: Competitive Edge Services Inc.

career options available to ex servicemen in the United States of America. In the USA, the personnel retiring/ being released from active duty in the Armed Forces are called Veterans. The authors bring out that the Government is the single largest employer in the United States. Supporting more than 20 million employees, federal, state, and local government agencies offer numerous attractive opportunities for transitioning service members. Federal government agencies, which employ 2.4 million civilian workers, are of special interest to individuals with military backgrounds. Indeed, many veterans look for employment within agencies of the Departments of Defense, Veterans Affairs, and Homeland Security—agencies involved with national security.

6.4.2. With respect to the assistance needed by Veterans for smooth transition to second career, Carl S. Savino and Ronald L. Krannich say that *“There are at least seven types of professional services through which you can receive help in career planning, job search, and employment assistance:-*

(a) **Government Sponsored Services.** *The Departments of Defense, Labor, and Veterans Affairs all offer customized transition services available for free or at a very low cost to transitioning service members. Within the Department of Defense, you can access the many outstanding transition services provided through your Transition Assistance Office. The Department of Veterans Affairs (VA) is your window to a wide variety of benefits and services available to you, the soon-to-be military veteran.*

(b) **Professional Associations.** *Professional associations often provide placement assistance. Members of the Military Officers Association of America (MOAA) and the Non Commissioned Officers Association (NCOA) can participate in excellent career transition services specifically for their members. If you are not a member, you are well-advised to join the appropriate association before you leave the service. The primary purpose of these associations is to protect and foster the interests of military personnel—both active and retired.*

(c) **Job Fairs.** Many transitioning military have landed jobs through participation in a job fair. This is an excellent way to meet with employers who are interested in hiring people with military skills and experience. These job fairs are free and open to job seekers of all ranks (officers and enlisted) and branches of service.

(d) **Military Placement Agencies.** There are many military-specific placement agencies in existence. They are in the business of finding transitioning military personnel who fit the profiles of their corporate clients. Most placement agencies do not charge the job seeker a fee for their services. Instead, they are paid by their corporate clients whenever their candidates are hired by them. Consequently, military placement agencies generally only work with those candidates whose skills and experience fit with the needs of their corporate clients.

(e) **Temporary Employment Firms.** Temporary Employment Firms offer a variety of employment services to both employers and job seekers. Many of these firms recruit individuals for a wide range of positions and skill levels as well as full-time employment. Most now offer excellent "temp-to-perm" programs which are ideally suited for transitioning military personnel wishing to upgrade their skills and acquire civilian work experience in lieu of accepting a full-time position.

(f) **Testing and Assessment Centres.** Testing and assessment centres provide assistance for identifying vocational skills and interests. The most cost-effective of these can generally be found through your local community college.

(g) **Professional Resume Writers and Career Coaches.** Several reputable professionals assist job seekers in organizing and implementing an effective job search."

6.4.3. Department of Labor, USA website www.dol.gov explains that in 2011, Congress passed and President Obama signed into law the "Veterans

Opportunity to Work and Hire Heroes Act of 2011" (VOW Act). The VOW Act requires, among other things, that separating service-members must attend the Transition Assistance Program (TAP). The VOW Act also required that the Department of Labor redesign its employment workshop, the largest component of the TAP curriculum, to be more applicable to the realities of today's job market. In 2013, the Department of Defense launched a TAP virtual curriculum through their Joint Knowledge Online (JKO) learning management system. This TAP virtual curriculum is designed to provide service-members who are unable to attend the TAP in-person due to military exigencies with the ability to fulfil their TAP obligations.

6.4.4. Transition Assistance Program (TAP) was established to meet the needs of separating service members during their period of transition into civilian life by offering job-search assistance and related services. The law creating TAP established a partnership among the Departments of Defense, Veterans Affairs, Transportation and the Department of Labor's Veterans' Employment and Training Service (VETS), to give employment and training information to armed forces members within 180 days of separation or retirement. TAP helps service members and their spouses make the initial transition from military service to the civilian workplace with less difficulty and at less overall cost to the government. An independent national evaluation of the program estimated that service members who had participated in TAP, on average, found their first post-military job three weeks sooner than those who did not participate in TAP. TAP consists of comprehensive three-day workshops at selected military installations nationwide. Professionally-trained workshop facilitators from the State Employment Services, military family support services, Department of Labor contractors, or VETS' staff present the workshops. Workshop attendees learn about job searches, career decision-making, current occupational and labor market conditions, and resume and cover letter preparation and interviewing techniques.

6.4.5. ***Veterans Employment Opportunity Act 1998 (VEOA).***

The website of US office of Personnel Management www.opm.gov that says VEOA gives eligible veterans access to jobs that otherwise only would

have been available to status employees. In VEOA appointments, veterans are not accorded preference as a factor, but they are allowed to compete for job opportunities that are not offered to other external candidates.

6.4.6. The “Uniformed Services Employment and Reemployment Rights Act” (USERRA) of 1994 is a federal law intended to ensure that persons who serve or have served in the Armed Forces, Reserves, National Guard or other “uniformed services:”

- (a) are not disadvantaged in their civilian careers because of their service;
- (b) are promptly reemployed in their civilian jobs upon their return from duty; and
- (c) are not discriminated against in employment based on past, present, or future military service.

6.4.7. There are numerous resources available to veterans for finding government jobs, the main one being www.usajobs.gov . All federal agencies are required to post their jobs and this website is often the one selected for that purpose. One can search by series, agency, location, title, and keywords. This site also has a comprehensive Frequently Asked Questions (FAQ) section. A Veteran can post his/her resume here without sending it. In addition to www.usajobs.gov , many of the military services and agencies run their own websites. For example, job openings within the Department of the Navy can be found at <http://federalgovernmentjobs.us/job-agency/department-of-the-navy.html> . The Department of the Army’s civilian job openings can be found at <http://www.cpol.army.mil> . And the Air Force’s civilian job openings are at <https://ww2.afpc.randolph.af.mil/Resweb> . There are also several excellent commercial websites that list government jobs, including the Federal Research Service (www.FedJobs.com), Federal Job Search (www.FederalJobSearch.Com), and Federal Jobs Digest (www.jobsfed.com).

6.4.8. As brought out in preceding paragraphs, a number of Acts have been passed by US Senate to ensure that personnel transitioning to second career after their military service find the transition smooth. While there is no reservation for the Ex Servicemen, they do get Veteran's preference and additional points on applying for federal jobs.

6.5. **Pakistan**

6.5.1. No literature of second career options is available on the Internet or otherwise on Pakistan apart from concept of 'Milbus' (combining the words military and business). Ms. Siddiq²¹, a well known Strategic Affairs Analyst of Pakistan, defines "*Milbus' as military capital used for the personal benefit of the military fraternity. It refers to all activities that transfer resources from the state to an individual or a group within the military. These activities do not figure in the defence budget nor are they subject to the normal accountability procedures of the state. They are either directly controlled by the military or enjoy its implicit or explicit patronage.*"

6.5.2. In her book "*Military Inc. Inside Pakistan's Military Economy*" (Pluto Press, London; Oxford University Press, Pakistan), author Ayesha Siddiq says that "*'Milbus' is present in all three sectors: agriculture, manufacturing, and services. And it operates at three levels: as an institution, through its subsidiaries, and through individuals. At the level of the institution, for instance, the military runs National Logistic Cell, the biggest freight transportation company in Pakistan. Its fleet of 1,689 vehicles is one of the largest in public sector transportation in Asia. Then there is the Frontier Works Organisation, the biggest contractor in the country for constructing roads and collecting tolls. There are also cooperatives that carry out small and medium-sized profit making activities and are handled at the level of the military commands. The businesses range from bakeries to poultry farms and markets, commercial plazas and gas stations. The tri-service Fauji*

²¹ Sadiqqa, Ayesha (2007). '*Military Inc.: Inside Pakistan's Military Economy*', London: Pluto Press. Pakistan: Oxford University Press

Foundation, with its 25 projects, has declared assets of \$169 million. It employs 6,000-7,000 retired military personnel and is run by a governing board dominated by the army. The Army Welfare Trust boasts of five financial sector companies listed on the Karachi Stock Exchange, out of a total of 41 projects. It has assets worth \$62.1 million, and employs 5,000 ex-servicemen. At the level of the individual, the military provides several benefits to its personnel. The ex servicemen always find jobs after retirement.”

6.5.3. But the biggest and the most visible perk is the rural and urban land given out to serving and retired officers. They also get subsidies and other benefits to develop the land. The estimated worth of the legally acquired assets of Pakistan's generals, says Ms. Siddiq, is in the range of \$ 2.59 million-\$ 6.9 million, based primarily on the value of rural and urban properties of these new land barons. The Pakistan military, as a single group, owns more land than any other institution or group, amounting to about 12 per cent of total state land. And unlike other state institutions, the military can convert this land for private usage.

6.6. Indian Ex Servicemen issues cannot be compared at all with its immediate neighbour and culturally, probably, the closest country because of completely different political scenario and resultant encroachment of every single economic activity by the Army in that country. On the other hand, the three other countries chosen for the purpose have very strong democratic traditions just like India, but have completely different social and cultural ethos. It can be seen that while the three Western countries are culturally similar, they have taken very different approaches in the policies related to reemployment and resettlement of their ex-servicemen/ veterans. None of these models can be applicable to India in its totality. While Canada has a dedicated Ministry to look into Ex Servicemen affairs, USA and UK have dedicated Departments for the purpose just like Department of Ex Servicemen Welfare in India. However, in USA, the providing of second career to Ex Servicemen or Veterans as they are called in USA has the backing of a number of legislations. This is one aspect that perhaps needs to be emulated in India.