

## **Chapter VIII**

### ***Summary & Conclusion***

8.1. The present study on second career options for Armed Forces personnel has been approached by first understanding the organisation of Armed Forces which brings out that while the mandate of Army, Navy and Air Force is same, that is to safeguard the national boundaries – land, airspace and maritime; their organisational structures and manpower skill levels are very different from each other. Even within Army, personnel belonging to different Arms and Services have different kinds of domain expertise and it is no more restricted to security related work alone. Thereafter, the organisation of Department of Ex-Servicemen Welfare was studied to understand the opportunities being made available in the present context and to what extent this Department is able to provide jobs in both government and private sector to Ex-Servicemen. Then, the need for providing these second career opportunities was understood in terms of how their release/ retirement is different from other government servants and why it should be the duty of the Government of India to ensure adequate and dignified second career opportunities for these personnel. While studying this aspect, the present government policies and its monitoring mechanisms were studied with the help of data and details available in the reports of different Committees and Commissions and through various Lok Sabha Questions. Questionnaires were also prepared for retiring and retired Armed Forces personnel to extract information pertaining to preparations made by retiring personnel for acquiring good jobs post retirement and their perception of the contribution and role of Department of Ex-Servicemen Welfare towards realizing this goal of theirs. The larger issue of second career opportunities for Armed Forces personnel was broken down into three major parts, namely, the adequacy of various government policies for easing out the re-employment opportunities for Ex-Servicemen; adequacy of avenues created by Government of India for re-employment of prematurely retiring Armed Forces personnel; and, evaluation of preparations that retired and retiring Armed Forces Personnel undergo in getting jobs & the types of assistance that they actually receive from various Agencies responsible.

8.2. The study reveals that there cannot be any dispute on three aspects. Firstly, Armed Forces have to remain young. Whether the colour service norms are riveted back to earlier shorter tenures or status quo is maintained, the Armed Forces will always have personnel, both at officers and PBOR levels who will have to move out of service at a relatively younger age. Secondly, there is indeed a huge gap between the number of personnel retiring/ being released and the number and status of jobs being offered. Thirdly, there are ample opportunities available for these personnel both in Government jobs and corporate sector, if sincere backing of legislations and administrative rules is provided. Some such measures have already been discussed in detail in the preceding chapter and are summarised in succeeding paragraphs.

8.3. **Legislation for Reservation for Ex-Servicemen.** In India there are mainly two type of reservation in government jobs – Vertical and Horizontal. Reservation for SC and ST and OBCs is a Vertical Reservation, whereas the reservation for Physically Handicapped and Ex-Servicemen is a Horizontal Reservation. Horizontal Reservation cuts across Vertical Reservations. This is also called interlocking reservations and physically handicapped or Ex-Servicemen candidate for a post is adjusted against SC/ST/OBC/General category that he or she belongs to, if selected. Article 16 (A) permits reservation for backward castes. Reservations for SC/ST/OBC are supported by Constitution (109<sup>th</sup> amendment) Bill 2009. Similarly, reservation for Physically Handicapped is enshrined in “The Persons with Disabilities (Equal Opportunities, Protection of Rights and Full Participation) Act, 1995”. The Chapter VI of this Act states that “*Every appropriate Government shall appoint in every establishment such percentage of vacancies not less than three per cent for persons or class of persons with disability.....*” On the other hand, reservations for Ex-Servicemen are merely through an Administrative Order i.e. DOP&T OM as explained in Chapter IV. Thus, in India, except for the reservation for Ex-Servicemen, all other reservations (Vertical or Horizontal) have legislative backing. This is the main reason for the general apathy of various Ministries of the Central Government towards its implementation.

8.4. **Strong Monitoring Mechanisms for Implementation of Reservation Policy.** DG (Resettlement) should be the Monitoring Agency for filling of Ex-Servicemen Vacancies and this should be clearly laid down in the Act of Parliament

to ensure "Right of Ex-Servicemen to Second Career". On the similar lines of Bi-annual Returns forwarded by each Ministry with regards to unfilled SC/ ST vacancies and also for unfilled vacancies of Physically Challenged, data should be prepared and forwarded by every Ministry in the form of Annual Return. Based on above data, special drives to fill up reserved vacancies should be carried out for Ex Servicemen vacancies. There should not be any provision of 'exchange of unfilled vacancies' and if unfilled, they should remain vacant at least for a period of five years. Then too, they should be exchangeable only with other Horizontal Reservation vacancies i.e. vacancies for Physically Challenged after obtaining a 'No Objection Certificate' (NOC) from DG (Resettlement).

**8.5. *Easing out of Policy for Use of Internet Services and Social Sites for Retiring Armed Forces Personnel.*** There is a need to ease out our policies for use of Internet social sites by retiring personnel, of course, keeping in place the necessary checks which are absolutely essential for the purpose of security. A detailed policy letter on this aspect is required to be issued by Ministry of Defence, maintaining uniformity across the board and doing a cost benefit analysis, keeping in mind the advantages accruable to retiring personnel in choosing their second career through their own contacts, vis-à-vis requirements of security.

**8.6. *Involvement of Ex-Servicemen in Social Schemes & Government Missions.*** Ex-Servicemen should be involved as implementers and resource persons for various governmental social schemes like Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGA), National Rural Livelihood Mission (NRLM), Ganga Action Plan, Swachch Bharat Mission, Sarv Siksha Abhiyan etc. The modalities of the same have been already discussed in Chapter VI.

**8.7. *Expansion of Number of Government Services and Induction of Ex-Servicemen.*** Chapter VI, Para 6.2.1. brings out need for setting up a High Level Committee with equal representation from all stakeholders and headed by a much respected Member of Parliament with prior experience of the Defence forces to look into various aspects of Nation building in which ex servicemen can be part of and suggests various government services where there is a need to fill up large

vacancies to make their role meaning and then further expand them utilising Ex-Servicemen. They are listed as below:-

- (a) National Disaster Response Force
- (b) Civil Police Forces & Central Armed Police Forces
- (c) Primary and Upper Primary Teachers

**8.8. *Incentivise Employment of Ex-Servicemen by Corporate Sector through Tax Benefits.***

As already discussed in detail in Chapter VI, Para 6.2.3, Corporate with high turnovers/ profits beyond a certain level are required to invest in CSR activities and certain tax benefits are available to them under Companies Act. The CSR expenditure which is of the nature described in section 30 to section 36 of the Act is allowed deduction under those sections subject to fulfilment of conditions, specified therein. One of the conditions that can be included in the Act, after due amendment, could be that the Companies employing a minimum of 5% Ex-Servicemen would be eligible for such tax deduction apart from it fulfilling other laid down norms in the relevant section of the Act.

**8.9. *Expanding Self Employment Scheme Opportunities.*** There is a need to explore newer fields beyond such low end self employment schemes as 'Safal' and 'Mother Dairy' outlets. These schemes can be in the fields of IT, renewable energy projects, e-waste management projects, environment conservation projects etc. Further, there is a need to strength contact with Ex-Servicemen Entrepreneurs who can act as motivators and facilitators for aspiring Entrepreneurs amongst the retiring personnel. Therefore, conducting seminars for retiring/ retired personnel with experts from the emerging fields and also inviting Ex-Servicemen Entrepreneurs narrating their own experiences can help personnel desirous of venturing into this area.

8.10. The suggested solutions are only a few that have emerged out of the limited study taken in a short duration and the scope can be expanded further if a detailed study of this aspect is taken keeping sample size much larger and much more representative. As brought out previously, the issue is very dynamic and there can be no absolute solution for it. There is a need for constant auditing and updating/

upgrading of the government efforts in ensuring that Ex-Servicemen get dignified and lasting jobs befitting the long years of service put in by them in safeguarding the sovereignty of the nation, without care for their personnel safety and justifying the domain expertise gained by them in not just handling sophisticated technology which could be more advanced than any available in the private/public sector, but also the great man and material management skills displayed by these personnel. This is feasible only through backing of a suitable legislation and through putting in place effective monitoring mechanisms of government policies, which themselves need to be amended to synchronize with present retirement/ release norms for retiring Armed Forces personnel and resultant up-gradation of posts after implementation of last pay commission recommendations. For improvement in jobs for Ex-Servicemen in Corporate sector, it needs to be incentivised through tax benefits of some form. Self employment opportunities need to be explored in the fields of emerging technologies.