

## Man Power Management of Ex-Servicemen in India

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### ABSTRACT

*Indian Defence Forces employ more than a million personnel in its different arms and cadres. It is the national requirement to keep the youthful profile of the Armed Forces because of the hazardous and arduous nature of their duties. Because of this reason nearly 70,000 personnel of the armed forces compelled to retire every year mostly in the age group of late 30s or early 40s and they are called ex-servicemen. The Ex-service Human Resource Community is a dynamic, innovative and flexible community. They bring an extraordinary array of skills and training. Each branch of the services will be trained in one or more backgrounds throughout their defence career. They have acquired a lot soft skills also. They are excelled in every field because of the ethos and culture of organised hard work that has developed during training in the force. But after retirement these skilled man power is lying underutilised. It leads colossal waste of money invested for their training. In the individual and national point of view these high quality human resources must be utilised.*

**Keywords:** Ex-servicemen, man power, management, human resource, reemployment.

### INTRODUCTION:

Indian Defence Forces employ more than a million personnel in its different arms and cadres. In order to keep the youthful profile of the Armed Forces, every year about 70000 soldiers of the Army, Navy and Air Force relinquish their uniform. In India there are 2565665 ex-servicemen as on 31 December 2017 and its number increases by about 70000 every year. They are mainly in the age group of 30s or 40s. They have got best kind of training overcoming all challenges and threats in their life. A soldier is an expert with specialised skills and knowledge. In addition to the professional training they have acquired a lot of soft skill also. They have physical fitness, devotion to duty, team work, critical thinking and have learned how to work under extreme pressure.

Due to the early retirement, most of the ex-servicemen face a long gap of 20 years of unemployment from nearly 35-40 years of age to 60 years of age which is the national retirement age. In this situation an ex-servicemen faces heavy family responsibility and he is compelled to find any job for their survival. Even though they have a wide variety of skills due to the unavailability of jobs suitable to their professional skill they were compelled to accept any job. Being the easily available job for ex-servicemen is security most of them accept security jobs even though it gives very less pay, hard duty, bad working condition, and lack of employment security. It shows the man power utilisation of ex-servicemen is very less in India.

### LITERATURE REVIEW:

David S. Loughran (2014) analyses the historical time series of ex-servicemen unemployment, comparing their unemployment rate to that of non-ex-servicemen, and examining how ex-servicemen unemployment varies with time since military separation. The unemployment rate of young ex-servicemen ages 18-24 reached 29 per cent in 2011. Between 2000 and 2011, younger ex-servicemen were, on average, 3.4 percentage points more likely to be unemployed than similarly situated younger non- ex-servicemen. The report concludes that comparatively

high rates of ex-servicemen unemployment.

Chaitra M. Hardison et.al (2015) in their study highlights ex-servicemen have a great deal to offer to potential civilian employers, including valuable non-technical or soft skills. They can provide skills such as leadership, decision making, persistence, and attention to detail. These skills must be utilised for the development of the nation.

Prabhakar Guptha (2012) explains the ex-servicemen resources are under negative focus in the modern times. Reemployment of ex-servicemen gains maximum importance at present because they retire at a relatively younger age when their commitment towards family is very high. He says the nation must find ways and means for their reemployment.

Yogesh B Athawale (2009) in his article says our government needs to view ex-servicemen as a trained pool of skilled man power which available for second inning. They have immense potential and it should be used for nation building activities.

The 33rd Report of standing committee on defence (2017) pointed out that the central govt. has reserved 10 % of Group C post and 20 % of Group D post for ESM. Consequent to the implementation of the 6th pay commission recommendation, Group D posts were merged with Group C post and some of the Group C Posts upgraded to Group B posts. So amendment is required to be carried out to increase the percentage of reservation in Group C posts from 10 % to 20 % and to provide 10 % reservation in Group B posts for ESM to make up the deficiency of posts caused due to the merger of Group D post with Group C and up gradation of Group C post to Group B post.

#### **OBJECTIVES:**

1. To analyse the extent of human resource capital utilisation of ex-servicemen in India.
2. To analyse the registration for reemployment of ex-servicemen and the placement of ex-servicemen in some selected years.
3. To explore the sector wise reemployment of ex-servicemen in India.
4. To examine the vacancies reserved for ex-servicemen and to find out how many vacancies actually filled by central government.

#### **METHODOLOGY:**

To make the present study more realistic and purposeful the researcher attempted to collect statistics of retired servicemen from various sites and publications. For data analysis secondary data available from different sources were used. The secondary data are collected from reports of government organisations, websites, periodicals and journals etc. For data analysis tools like percentage analysis, average and graphical representations etc. were used.

**Table 1.1: State Wise Distribution of ESM Registered in Zila Sainik Welfare Offices as On 31 Dec 2017**

	<b>RSB/ZSB</b>	<b>ARMY</b>	<b>%</b>	<b>NAVY</b>	<b>%</b>	<b>Air Force</b>	<b>%</b>	<b>Total</b>	<b>%</b>
1	Andra Pradesh	50597	2.28	5406	4.22	6540	3.06	62543	2.44
2	Arunachal Pradesh	619	0.03	0	0.00	0	0.00	619	0.02
3	Assam	29746	1.34	623	0.49	1960	0.92	32329	1.26
4	Bihar	80978	3.64	9749	7.61	16079	7.52	106806	4.16
5	Chattisgarh	5094	0.23	233	0.18	325	0.15	5652	0.22
6	Goa	1139	0.05	856	0.67	217	0.10	2212	0.09
7	Gujarath	22043	0.99	984	0.77	4271	2.00	27298	1.06
8	Himachal Pradesh	106859	4.81	3796	2.96	2195	1.03	112850	4.40
9	Haryana	252154	11.34	13188	10.30	18302	8.56	283644	11.06
10	Jammu& Kashmir	75785	3.41	592	0.46	730	0.34	77107	3.01
11	Jharkhand	21746	0.98	1369	1.07	2020	0.94	25135	0.98
12	Karnataka	65401	2.94	2701	2.11	10806	5.05	78908	3.08

	RSB/ZSB	ARMY	%	NAVY	%	Air Force	%	Total	%
13	Kerala	136326	6.13	14695	11.47	22901	10.71	173922	6.78
14	Madhya Pradesh	43338	1.95	1359	1.06	1861	0.87	46558	1.81
15	Maharashtra	153869	6.92	15001	11.71	12838	6.00	181708	7.08
16	Manipur	7198	0.32	79	0.06	121	0.06	7398	0.29
17	Meghalaya	2365	0.11	53	0.04	79	0.04	2497	0.10
18	Mizoram	5988	0.27	29	0.02	32	0.01	6048	0.24
19	Nagaland	2383	0.11	5	0.00	15	0.01	2403	0.09
20	Orissa	27227	1.22	2316	1.81	5155	2.41	34698	1.35
21	Punjab	279695	12.58	6653	5.19	128689	60.17	299037	11.66
22	Rajasthan	166646	7.49	4703	3.67	7967	3.73	179316	6.99
23	Sikkim	2	0.00	0	0.00	0	0.00	2	0.00
24	Tamil Nadu	111074	4.99	3962	3.09	11925	5.58	126961	4.95
25	Tripura	1997	0.09	43	0.03	99	0.05	2139	0.08
26	Uttarakhand	119415	5.37	2828	2.21	2585	1.21	124828	4.87
27	Uttar Pradesh	311861	14.02	23745	18.54	36894	17.25	372500	14.52
28	West Bengal	67043	3.01	4894	3.82	13259	6.20	85196	3.32
29	A&N Islands	404	0.02	142	0.11	30	0.01	576	0.02
30	Chandigarh	6913	0.31	395	0.31	2814	1.32	10122	0.39
31	Delhi	43292	1.95	5158	4.03	9089	4.25	57539	2.24
32	Puducherry	1234	0.06	101	0.08	378	0.18	1713	0.07
33	Telangana	23408	1.05	2423	1.89	9689	4.53	35520	1.38
	<b>Total</b>	<b>2223839</b>	<b>100.00</b>	<b>128080</b>	<b>100.00</b>	<b>213865</b>	<b>100.00</b>	<b>2565665</b>	<b>100.00</b>
	<b>%</b>		<b>87%</b>		<b>5%</b>		<b>8%</b>		<b>100.00</b>

Source: www.dgrindia.com

Since this study is basically on the underutilisation of human power of ex-servicemen attached to armed force, the researcher collected data of state wise ex-servicemen of respective states. Data of ex-servicemen from segments like Army, Navy and Air Force as on 31st December 2017 are made available to analysis.

As per the table there are 2565665 ex-servicemen in the country as on December 2017. Out of this total, 2223839 (87%) are from Army, 213865 (8%) from Air Force and remaining, 128080 (5%) are from Navy.

If we take state wise percentage of ex-servicemen, the state of Uttar Pradesh stands the first position with 14.52% ex-servicemen and the lowest percentage of ex-servicemen belongs to Sikkim. After retirement ex-servicemen register in district Sainik welfare for getting employment. Registration is not compulsory. The following table analyses the registration of ex-servicemen in India and the number of people who got employment.

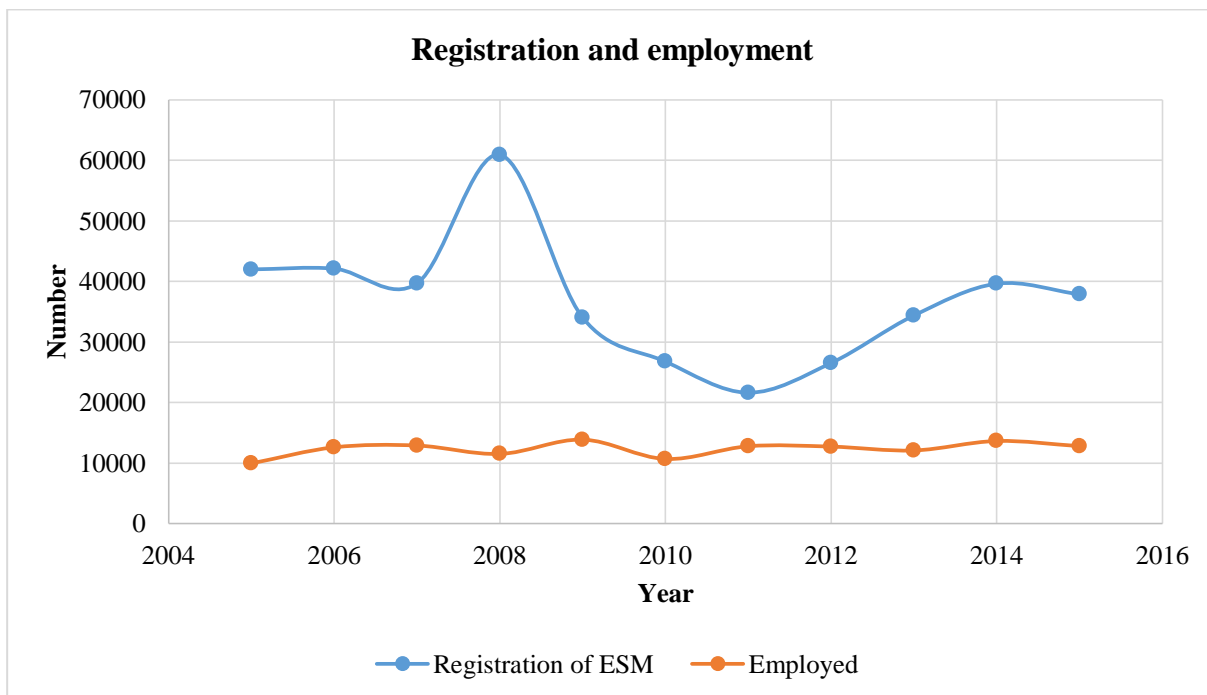
**Table 1.2: Registration for Employment and placement of ex-servicemen in India (2005-2015)**

Year	Registration of ESM	Total Employed		Total Unemployed	
		Number	Percentage	Number	Percentage
2005	41974	9945	23.7	32029	76.3
2006	42095	12598	30	29497	70
2007	39688	12888	32.5	26800	67.5
2008	60895	11506	18.9	49389	81
2009	33996	13869	40.8	20127	59.2
2010	26747	10670	39.9	16077	60.1
2011	21615	12775	59.1	8840	40.9
2012	26518	12711	48	13807	52.1
2013	34364	12077	35.1	22287	64.9
2014	39616	13637	34.4	25979	65.6
2015	37852	12792	33.8	25060	66.2
<b>Total</b>	<b>405360</b>	<b>135468</b>	<b>33.42</b>	<b>269892</b>	<b>66.6</b>

Thirty Third Report, Lok Sabha Secretariat New Delhi August, 2017

The placement of ex-servicemen shows out of the 405360 ex-servicemen registered for employment only 135468 (33.42%) of the ex-servicemen were employed. That means 269892 (66.6%) of the ex-servicemen are unemployed in India. It leads to colossal wastage of these resources. So these resources also should be utilised for the welfare of the nation.

**Fig: 1.1 Registration and Placement of Ex-servicemen in India**



**Source:** prepared by the research scholar

Ex-servicemen were reemployed in central government, state government and private sectors. The sector wise analysis of reemployment from 2005-2015 shows the highest number of ex-servicemen got reemployment in central government sector i.e., 34.31 percentage, secondly state governments 33.47 percentage and lowest in private sector with 31.62 percentage. Its details are incorporated in the following table.

**Table 1.3 Sector wise Placement of ex-servicemen from 2005-2015**

Year	Total No:	Central Govt.	State govt.	Pvt. sector	Total %
2005	9945	5043 (50.71)	2094 (21.06)	2808 (28.24)	100.00
2006	12598	3792 (30.10)	5310 (42.15)	3496 (27.75)	100.00
2007	12888	4952 (38.42)	3632 (28.18)	4304 (33.40)	100.00
2008	11506	4675 (40.63)	3501 (30.43)	3330 (28.94)	100.00
2009	13869	6394 (46.10)	3950 (28.48)	3525 (25.42)	100.00
2010	10670	4602 (43.13)	2787 (26.12)	3281 (30.75)	100.00
2011	12775	2481 (19.42)	5464 (42.77)	4830 (37.81)	100.00
2012	12711	2693 (21.19)	4523 (35.58)	5495 (43.23)	100.00
2013	12077	4850 (40.16)	3767 (31.19)	3460 (28.65)	100.00
2014	13639	3926 (28.79)	5608 (41.12)	4105 (30.10)	100.00
2015	12792	3891 (30.42)	4702 (36.76)	4199 (32.83)	100.00
Total	135470	47299 (34.91)	45338 (33.47)	42833 (31.62)	100.00

**Source:** Thirty Third Report, Lok Sabha Secretariat New Delhi August, 2017

Even though central government has reserved a lot of vacancies for ex-servicemen it is not completely filled. Some vacancies are only filled and others are remaining unfilled. The table presents 15141 seats are actually reserved for ESM as per the reservation percentage. But actually filled seats were only 5526 and 9615 seats are still vacant. It means only 36.5 per cent of seats are only filled and 63.5 per cent are unfilled. It is an injustice towards ex-servicemen. If the Central Government and States implement their reservation policies well, ex-servicemen will not have to look for jobs outside.

**Table 1.4: Vacancies Reserved for ESM and actually Filled (Organisation wise)**

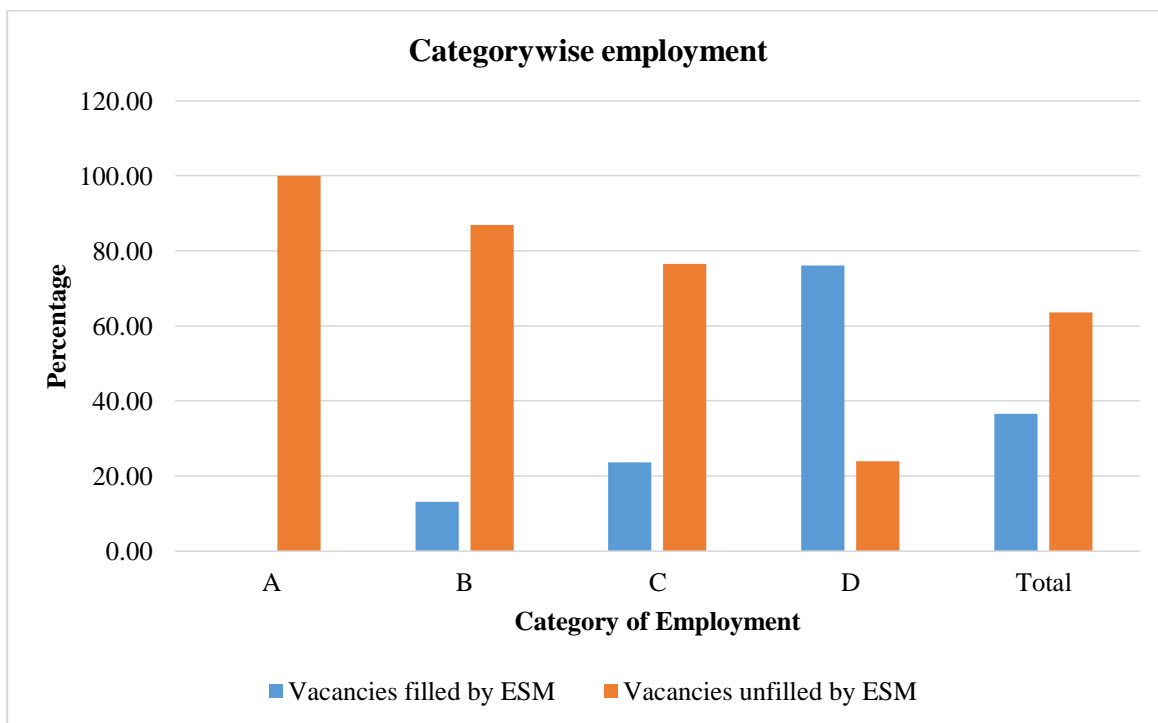
Name of Organisation	(Group)	Vacancies reserved for ESM	Vacancies filled by ESM	%	Shortage	%
1. Central Govt. Depts.	A	Nil	Nil			
	B	Nil	Nil			
	C	2392	116	4.85	2276	95.15
	D	2139	2127	99.44	12	0.561
2. CPSUs	A	Nil	Nil			
	B	Nil	Nil			
	C	1025	53	5.17	982	95.81
	D	115	22	19.13	93	80.87
3. Banks	A	Nil	Nil			
	B	Nil	Nil			
	C	3278	2386	72.79	892	27.21
	D	1558	752	48.27	806	51.73

Name of Organisation	(Group)	Vacancies reserved for ESM	Vacancies filled by ESM	%	Shortage	%
4. CPMFs	A	61	0	0	61	100
	B	268	35	13.06	233	86.94
	C	4305	35	0.813	4270	99.19
	D	Nil	Nil			
Job category (Group)	Vacancies reserved for ESM	Vacancies filled by ESM	%	Shortage	%	
A	61	0	0.00	61	100.00	
B	268	35	13.06	233	86.94	
C	11000	2590	23.55	8410	76.45	
D	3812	2901	76.10	911	23.90	
<b>Total</b>	<b>15141</b>	<b>5526</b>	<b>36.50</b>	<b>9615</b>	<b>63.50</b>	

Source: Resettlement of Ex-servicemen, 33<sup>rd</sup> report standing committee on defence 16<sup>th</sup> lok sabha (2016-2017), Ministry of Defence

The table presents 15141 seats are actually reserved for ex-servicemen as per the reservation policy and percentage. But the seats actually filled was only 5526 and 9615 seats are vacant. It means only 36.5 per cent of seats are only filled and 63.5 per cent are unfilled. It is an injustice towards ex-servicemen. This is the case of central government.

Fig 1.2 Category wise vacancies filled by Ex-servicemen (in Central Government Jobs)



Source: prepared by the research scholar

State governments are also has reserved some vacancies for ex-servicemen. But at present, there is no uniformity of reservations amongst states; some states like Karnataka, Himachal Pradesh, and Punjab etc. are providing 10-20 per cent reservation for state government jobs for ex-servicemen but states like Bihar, Jharkhand, Kerala and Meghalaya strangely having no reservations. This situation needs to be changed central and state governments should take immediate steps for the utilisation of man power of ex-servicemen for welfare of these persons and also for the development of the country.

## **FINDINGS AND DISCUSSION:**

Ex-servicemen are the most valuable human resources that the country can make use of. He is an expert with specialised knowledge and skills. Thousands of well trained and highly motivated personnel of the armed forces with many years of useful working life join the cadre of ex-service every year. They are left with considerable productive age in their lifetime which needs to be utilised both at individual family level and also in the larger interests of the society. The analysis of data clearly shows the number of ex-servicemen in India is increasing year by year. Even though a number of people were registering for reemployment, the actual level of reemployment is very low. After retirement they are not continuing the same trade they have done in the armed forces. Besides these the Central and state governments are not utilising the HR potential of ex-servicemen in India. Reservation policies are not properly managed by central and state governments and therefore high rate of unemployment exists among ex-servicemen. Hence it becomes the responsibility of the nation to effectively utilize the enormous potential of these huge human resources at the macro level.

## **CONCLUSION:**

In times of war, it is the duty of the soldier to make all sacrifices including, if need be, the supreme sacrifice of giving up his life, to provide for the security of the civilians to see that the horrors, destruction and devastation of wars are kept away from his doors. In peace time, it is the inescapable duty of the civilian to provide the domestic security of the soldier to see that the horrors of hunger want and lack of domestic comforts are kept away from the doors of the ESM. So it is the inescapable duty of the government to take immediate steps for the reemployment of ex-servicemen.

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**SUDHA A K**

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