CHAPTER – 4

RECRUITMENT & TRAINING IN EME

4.1 Commissioning in Indian Army\footnote{Retrieved from http://joinindianarmy.nic.in/inner.aspx?status=2&menu_id=98&id=1}

Every year thousands of candidates apply to become officers but only a select few actually make it. Aspiring candidates can join right after school or after graduation. Details are enumerated in succeeding paragraphs.

4.1.1 Permanent Commission

A permanent commission means a career in the army till retirement. This can be obtained through following:-

(a) National Military Academy (NDA), Pune. The three year NDA course develops one holistically as a person and transforms him into a Gentleman Cadet. NDA houses some of the finest infrastructure for professional army training in the country. NDA also offers 31 extracurricular activities to choose from, including aero modeling, golf, sailing, gliding and many more such avenues. One can clear the NDA entrance exam while in class XII, the next step is a Service Selection Board (SSB) interview, which will last 5 days. The last step in the process is a medical test. After this, one has to wait for 10+2 results and NDA merit list.

(b) Indian Military Academy (IMA), Dehradun. Here is yet another cradle of leadership that trains its men to lead from the front. The IMA, like the NDA is also equipped with the finest infrastructure and the training resources in the world. IMA lays stress on all around development and there are activities like adventure sports, river rafting, para jumping and many more. Admission can be taken in final year of college by clearing the Combined Defence Service exam. A Gentleman Cadet (graduate from NDA) or a technical engineering graduate, training at IMA will last one year. Alternatively under the graduate direct entry scheme (if a graduate in any other stream) training will last one and half years.
Technical Entry scheme. An individual can also apply after passing the 10+2 examination with at least 70% marks in Physics, Chemistry and Maths. If one meets the eligibility criteria, he will be sent to the SSB. After the SSB interview, the Recruiting Directorate will put up a merit list. The selected candidates are inducted for one year basic military training at IMA. This would be followed by a four year degree course in engineering from the Military College of Telecommunications engineering Pune/ Military College of Electronics & Mechanical Engineering Secunderabad. The total duration of training is 5 years. On completion of 4 years training, commission in the rank of Lieutenant is granted.

4.1.2 Short Service Commission

Short Service Commission in Army is granted for 14 years i.e for an initial period of 10 years extendable by a further period of 04 years for both men and women. However, male officers who are willing to continue to serve in the army after the expiry of period of ten years may, if eligible and found suitable in all respects, be considered for the grant of Permanent Commission in 10th year of their service. The Short Service Commission is granted from following training institutions:-

(a) Officers Training, Academy (OTA) Chennai. The existing selection procedure is simple. A written exam is followed by the SSB interview and medical tests. It is slightly different for Technical graduates (Engineering Graduates). They don’t have to take the written exam. Once application is screened and short listed by the Army Headquarters, they can directly go in for the SSB interview and medical examination. Once in OTA, their training will last approximately ten months.

(b) SSC Women Technical/ Non Technical. The Indian army takes special pride in its women officers who are second to none when it comes to leadership qualities. Indian Army recruits women officers through the Short Service Commission. They need to be a graduate/ post graduate in order to apply. The Recruitment Directorate of the Army Headquarters will initially screen all applications for Technical Stream (BE/ B Tech). However,
for the Non Technical stream and specialist streams, the applications are routed through UPSC. Individuals are required to go through a Combined Defence Service Exam. If short listed, they appear for the SSB interview. On selection, they get trained at OTA, Chennai.

### 4.1.3 Technical Entries

Army also has various entry schemes for technically qualified candidates. These are elucidated below:-

(a) **University Entry Scheme (UES).** Final and pre final year students undergoing Degree Engineering Courses are eligible to apply. Short listed candidates are required to qualify in the Service Selection Board tests. Selected candidates are put through one year training at IMA, Dehradun, before being commissioned. On commissioning, two years ante date seniority is granted.

(b) **Technical Graduate Course (TGC).** BE/ B Tech qualified candidates in notified streams of engineering are eligible under this scheme. They are required to undergo one year pre commission training at IMA, Dehradun. On commissioning, two years ante date seniority is granted.

(c) **Short Service Commission (Technical).** Engineering Degree qualified candidates (Men) are eligible under this entry scheme. Selected candidates will be required to go through 49 weeks of training at OTA, Chennai, on completion of which they would be granted short service commission in the army for 14 years, i.e for an initial period of 10 years extendable by a period of further 4 years. Officers desirous of leaving the service after completion of 5 years may during the fifth year of service apply for release. An ante date seniority of two years is granted.

### 4.2 Recruitment Strategies: Other Ranks

At present planning and provisioning of manpower is the responsibility of Adjutant General Branch at Integrated Headquarters of Ministry of Defence (Army). The methodology of calculation of manpower demands is comprehensive, but complex. It is based on the format of service structure. This
also leads to errors which get magnified subsequently and results in troughs and peaks. The demand—supply system has certain inbuilt redundancy and flexibility to absorb turbulence. This manpower requirement will be subject to mid course reviews and correction. In order to attenuate the peaks and troughs caused by fluctuations in the yearly recruitment demand, a five year forecasting model, based on a two year recruitment cycle has been introduced. The system works by forecasting the manpower demand for the next five years and working out the yearly average for this block of five years. The recruitment vacancies for the first two years can then be released based on this average figure. This system provides for amendments on a yearly basis to carry out mid course corrections as required. In order to understand the existing system of calculating recruitment demands for Other ranks (OR), it is imperative to understand few terms associated with recruitment demands. These are:-

(a) **Authorised Strength.** It is authorisation of personnel to a Unit/formation/establishment under Government sanctions as per provisions of basic WEs/PEs. The authorisation includes the basic establishment, first line reinforcement and impact of footnotes. This is laid down by Staff Duty (SD) Directorate based on inputs received from respective Record offices.

(b) **Actual Strength.** It is the physical holding of personnel by a unit/formation/establishment on ground, on account of basic establishments, first line reinforcements and impact of footnotes. The recruitment demand\(^{78}\) calculation is indicated at Appendix ‘B’. The details of existing trade structure\(^{79}\) with authorised versus held strength and deficiency/surplus personnel in EME is given at Appendix ‘C’.

(c) **Basic Establishment.** It is the strength authorised to a unit/formation/establishment on its basic WEs/PEs and does not include manpower authorised on account of first line reinforcement and footnotes/modifications.

\(^{78}\) EME Records, Recruitment demand, 01 April 2012 to 31 March 2014.
\(^{79}\) EME Records, Existing Trade structure data.
(d) **First Line Reinforcement.** These are additional personnel authorised as immediate replacement for casualties suffered due to enemy action so as to maintain the potential of units fighting arms.

(e) **Footnotes.** Each WE/PE contains footnotes/ modifications/ general notes under which additional manpower is authorized for variations to the standard conductions like role, terrain, strength and equipment.

(f) **Composition Table (CT) Units.** These are units/ formations/ establishments listed in Part I of the Composition Tables issued vide Government of India. This manpower also known as CT or CT I manpower counts towards manpower ceiling of the Army.

(g) **Non- Composition Table (Non CT) Units.** These are units/ formations listed in Part II of the letter. This is also known as CT II manpower, which does not count towards manpower ceiling of the Army.

(h) **Wastages.** This refers to manpower being wasted out/ released from the Army for any of the reasons stated below:-

(i) **Superannuation.** Personnel leaving the Army after achieving the age of retirement as laid down in the terms and conditions of service as applicable to that rank. Wastages due to superannuation\(^8^0\) during the period 1989-90 to 2012-13 is given at Appendix ‘D’.

(ii) **Training Wastages.** Wastages of trainees may happen for any reason prior to their attestation. Training wastages\(^8^1\) during the period 1995-96 to 31 May 2013 are attached at Appendix ‘E’.

(iii) **Unforeseen Wastages.** These include retirement/ pre-mature discharges on compassionate grounds, death, invalidation, desertion, and discharge due to disciplinary action. Wastage data due to compassionate grounds\(^8^2\) for the period 1996-97 to 31 May 2013 is given at Appendix ‘F’, while the unforeseen wastages due to LMC,
deaths, desertions and dismissals\textsuperscript{83} for the period 1989-90 to 2012-13 are given respectively at Appendices ‘G’, ‘H’, ‘J’ and ‘K’. The summarized data on retirements and all wastages is compiled at Appendix ‘L’.

While making the recruitment demand, there are certain salient points which have to be borne in mind. The following aspects merits due consideration:-

(a) **Authorised Strength.** While working out the authorised strength, each Record Office takes the following into account :-

   (i) Authorised strength on PE/WE both in CT and non-CT units.
   (ii) Authorisation on first line reinforcement and invocation of footnotes as applicable.
   (iii) Manpower provided for General Staff reserve.

(b) **Actual Strength.** Actual strength of a particular Arm/Service is calculated by adding up the actual holding on PE/WE both in CT units and non-CT Units, actual holding of first line reinforcements and strength held consequent to invocation of footnotes. For the purpose of determining surpluses/deficiencies on 31 March each year, anticipated holdings as on that date are worked out taking into account the actual strength of recruits passing out on that date less promotions and the unforeseen wastages.

(c) **Availability of Trained Manpower.** Availability of recruits is arrived at by adding up the number of recruits under training as on 31 March of the previous year and the number of vacancies of recruits released for that recruitment year. The sum total of recruits passing out in the year and training wastage at a uniform 5% is then deducted from total availability of recruits to determine the availability of trained manpower as on that date.

\textsuperscript{83} EME Records, *Unforeseen wastages of LMC, deaths, desertions & dismissals*, 1989-90 to 2012-13. 76
(d) **Net Requirement of Manpower.** While calculating the net requirement, aspects such as affect of promotions, re-mustering into new trades and re-mustering from contributory re-musterable trades are also taken into account.

4.3 **Recruitment Policy**

The **Recruitment policy of the Army**\(^4\) is based on Recruitable Male Population (RMP) factor. Details of RMP factor and its implications are discussed in the succeeding paragraphs:-

(a) **RMP Factor.**

(i) During pre Independence era, recruitment into Army was on ‘Fixed Class’ basis except Southern Region where units were having ‘mixed class’ composition and it was open to All Classes in certain Arms and Services.

(ii) The broad based recruitment policy was made in 1949 to abolish class composition based on fixed percentage and recruitment into the Army was open to all classes.

(iii) Recruitment policy was reviewed after Indo-Pakistan Conflict 1965 to regulate recruitment demands to various states in proportions to their RMP. It was based on the ages of entry between 17 to 25 years and minimum educational standard of Class V pass. This was computed as 11.7% of total male population and rounded off to 10% for ease of calculation, which continues to be even now. Recruitment demands for ‘All Class, Arms/ Services’, were then distributed to Recruiting Zones in proportion to their RMP.

(iv) The present RMP factor for recruitment demands for various States is based on the General Census 2001. This is basically aimed at equitable representation of all States.

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\(^4\) ADG Recruiting, *Policy compendium on Recruitment in Army.*
(v) The above policy generates employment opportunity in Central Government services to all States in proportion to their RMP through recruitment into Army.

(vi) Out of the 36 States/UTs, 10 major States account for over 75% of RMP as shown in the Table.

(b) **Implication.** Allotment of vacancies to various States for enrolment through unit HQ quota incorporating RMP factor has direct bearing on quantity and quality of recruitment as follows:-

(i) **Quality of Recruitment.** Based on RMP factor larger and heavily populated States get major share in terms of number of vacancies. Statistics show that high response States for priority candidates like Rajasthan, UP, Bihar get higher number of vacancies, still a large number of priority candidates do not find place in the merit due to paucity of vacancies. On other hand low response States for priority candidates like Gujarat, Maharashtra and Karnataka are allotted large number of vacancies, due to their high RMP factor which remains unutilised due to lack of response from priority candidates from these States resulting in low intake.

(ii) **Quality of Recruits.** Similar candidates scoring higher percentage of marks (60-70% bracket) in common entrance Exams like Haryana, Himachal Pradesh etc do not find place in merit due to lack of vacancies. At the same time candidates scoring just passing marks (32%) get enrolled due to very little or no competition amongst candidates from low response States like Gujarat etc.

4.4 **Centralised & Decentralised Recruitment**

Recruitment in the Corps of EME is broad based through All India and All Class. Allotments of such vacancies are made as under:-

**Allotment of Vacancies.** Vacancies for recruitment in Army are received by Recruiting Directorate from Manpower Planning Directorate for a particular recruiting cycle of two years. These vacancies are allotted for enrolment of any person irrespective of his
class, region, area etc. These vacancies are further sub allotted as follows:-

(a) **Unit HQ Quota.** 20% of vacancies are allotted to various regiment/ Corps training centres for enrolment under Unit HQ Quota. Enrolment is based on the priority given to sons / wards of servicemen, war widows etc.

(b) **Recruiting Zone Quota.** Balance of all other vacancies is allotted to respective Zonal/ Area Recruiting Organisations (ZRO/ ARO) based on RMP factor of supported States.

### 4.4.1 Open Rally (Centralised System)

Recruitment through application system was introduced in Oct 1987. Application were invited at HQ Recruiting Zones through means of advertisements and only eligible candidates were called for participating in the rallies. Recruitment through application system was later on abolished. Selection through Open Rally System started from Apr 1988, which offered better transparency and prevented favouritism. Complete selection process is conducted in the following stages in which unsuitable candidates are eliminated at early stage up to conduct of Common Entrance Examination :-

- (a) Physical fitness test
- (b) Physical measurement test
- (c) Detailed Document check up
- (d) Medical examination
- (e) Aptitude test
- (f) Common entrance Exam
- (g) Preparation of merit list
- (h) Declaration of result
- (i) Allotment of Arms/Service
- (j) Dispatch to training centres
4.4.2 **Unit HQ Quota Recruitment (Decentralised system).**

As per policies issued by Directorate General of Recruiting, the eligibility criteria for enrolment under Unit HQ Quota are as under:

(a) **Priorities.**

(b) Age limit and Educational qualification.

(c) Physical Fitness Standards.

(d) Medical Fitness Standards.

(a) **Priorities.** No specific priority to sportsmen & outstanding sportsmen, who may be recruited at the discretion of Centre Commandant (not exceeding 20% of Unit Headquarters Quota vacancies, including 2% of meritorious sportsmen in the rank of Havildar / Naib Subedar. One son including legally adopted son of serviceman, who dies in war or war like situation during peace time like Counter Insurgency Operation or while providing aid to civil authority, will be given instant enrolment as Soldier (General Duty) without putting him through physical fitness test and written test by Training Centre under unit Headquarters quota. In case candidate does not meet the laid down criteria for Soldier (General Duty), he is given instant enrolment as Soldier (Tradesmen) without any test. Army Recruiting Offices process the cases of their enrolment as Soldier Technical /Clerk/Store Keeper Technical/Nursing Assistant category. The recruitment is to done strictly in accordance with the priorities of enrolment. The following priorities are given to the candidates under Unit HQ Quota.

(i) **Priority 1 (Own Regiment(Regt)/Corps)- Battle casualty / Liberalised Family Pension)**

(aa) One son of war widow in receipt of liberalized Family Pension to include legally adopted son.

(ab) Real brother of battle casualty who marries the widow of the Battle Casualty. For candidates below 21 yrs who are married to widow of deceased, statement of Case for waiver of Qualitative Requirement (QR) be
forwarded to Assistant Director General Recruiting through line Directorate.

(ac) One son-in-law of Battle casualty having no son to include husband of legally adopted daughter.

(ad) One real brother of unmarried battle casualty.

(ii) **Priority 2 (Own Regt/Corps-Disability Pensioners/Special Family Pensioners)**

(aa) In respect of Serviceman who dies in harness, one son/one legally adopted son or one real brother (if the serviceman is unmarried) where the widow/next of Kin is in receipt of Special Family Pension.

(ab) One son/one legally adopted son of Ex-serviceman or one real brother (if the Ex-Serviceman is unmarried) in receipt of disability pension more than 20% and the disability is attributed to/aggravated by military service.

(iii) **Priority 3 (Own Regt/Corps-Serving/Ex-servicemen)**

(aa) One son of serviceman who died in harness to include legally adopted son whose death is not attributed to Military Service.

(ab) One son of serving/Ex-Serviceman to include legally adopted son.

(ac) One Brother of serviceman/Ex-serviceman.

(iv) **Priority 4 (Other Regiment/Corps- Battle casualty/Liberalised Family Pension)**

(aa) One son of War Widow in receipt of liberalized family pension to include legally adopted son.

(ab) Real brother of Battle Casualty who marries the widow of the Battle Casualty.

(ac) One son-in-law of battle casualty having no son to include husband of legally adopted daughter.

(ad) One real brother of unmarried Battle Casualty.

(iv) **Priority 5 (Other Regiment/Corps)** The priority in order of precedence is as under:-
(aa) For serviceman who died in harness, one son/one legally adopted Son or one real brother (if serviceman is unmarried) where the widow/next of kin is in receipt of Special Family Pension.

(ab) One son/one legally adopted son of Ex-serviceman or one real brother (if the Ex-Serviceman is unmarried) in receipt of Disability Pension more than 20% and disability is attributed to Military Service.

(ac) One son of serviceman who died in harness to include legally adopted son whose death is not attributed to Military Service.

(ad) One son of serving/Ex-Serviceman.

(ae) One brother of Serviceman/Ex-serviceman.

(f) Wards of Territorial Army personnel.

(b) **Age Limit and Educational Qualification.** The educational qualification and age for enrolment into the Army\(^85\) is as under:-

<table>
<thead>
<tr>
<th>Ser No</th>
<th>Category</th>
<th>Age Limit</th>
<th>Educational Qualification</th>
</tr>
</thead>
<tbody>
<tr>
<td>(i)</td>
<td>Soldier Technical (Aviation)</td>
<td>17 ½ to 23 Yrs</td>
<td>(10+2/Intermediate with English, Physics, Chemistry &amp; Maths &amp; 50% marks in aggregate. Minimum 40% marks in each subject OR 3 Yrs Diploma in Engg from recognized Polytechnic.</td>
</tr>
<tr>
<td>(ii)</td>
<td>Soldier Technical</td>
<td>17 ½ to 23 Yrs</td>
<td>10+2/Intermediate passed in Science with Physics, Chemistry, Maths and English</td>
</tr>
<tr>
<td>(iii)</td>
<td>Soldier (General Duty)</td>
<td>17 ½ to 21 Yrs</td>
<td>Matric/10(^{th})/SSLC pass with minimum 45% marks in aggregate and 40 % in each subject. Persons with higher education need not have 45 % marks in matric.</td>
</tr>
<tr>
<td>(iv)</td>
<td>Soldier Tradesmen</td>
<td>17 ½ to 23 Yrs</td>
<td>Matric.</td>
</tr>
</tbody>
</table>

(c) **Physical Fitness Standards.** All candidates who qualify in the screening will be subjected to Physical Fitness Test. The following physical fitness tests will be conducted by the board of Officers.

<table>
<thead>
<tr>
<th>Ser No</th>
<th>Events</th>
<th>Timing/Numbers</th>
<th>Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) 1.6 Kms Run</td>
<td>5 Minutes 40 Secs &amp; below</td>
<td>60</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5 Minutes 41 Secs to 5 Minutes 50 Secs</td>
<td>48</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5 Minutes 51 Secs to 6 Minutes 05 Secs</td>
<td>36</td>
<td></td>
</tr>
<tr>
<td></td>
<td>6 Minutes 06 Secs to 6 Minutes 20 Secs</td>
<td>24</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Above 6 Minutes 20 Secs</td>
<td>Fail</td>
<td></td>
</tr>
<tr>
<td>(b) Pull Ups</td>
<td>10 and above</td>
<td>40</td>
<td></td>
</tr>
<tr>
<td></td>
<td>09</td>
<td>33</td>
<td></td>
</tr>
<tr>
<td></td>
<td>08</td>
<td>27</td>
<td></td>
</tr>
<tr>
<td></td>
<td>07</td>
<td>21</td>
<td></td>
</tr>
<tr>
<td></td>
<td>06</td>
<td>16</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Less than 6 pull ups is fail</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(c) Balance</td>
<td>Walk on Zig-Zag balance. Successful in walking will be declared as pass</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(d) 9 ft ditch</td>
<td>Jumping of 9 ft ditch having concertina coil in it. Successful in jumping across will be declared as pass</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Note:** A minimum 6 pull ups (under grip) required for the individual to pass. Less than 6 Pull ups will be considered Fail. Each recruit must have minimum chest expansion of 5 Cms after rounding off. The minimum physical measurements desired in the candidates (state-wise) have been specified and dispensation of 1 cm in minimum chest measurement has been granted to Soldier Technical Category of Central Plains.
(d) **Medical Fitness Standard.** The medical Examination of the candidates is conducted by a board of medical officers. Medical fitness /Medical Standards specified are as under:-

(i) **Acuity of Vision** – Visual acuity not less than 6/12 each eye or Right eye 6/6, Left eye 6/24.

(ii) **Field of vision** – each eye must have full field of vision as tested by hand movement.

(iii) **Squint** – Squint of any degree will be a case for rejection.

(iv) **Colour vision test** – All recruits except tradesmen category and ex-servicemen for Defence Security Corps will be examined for colour perception.

(v) **Night Blindness Test** – Night Blindness Test for enrolment of Army is not mandatory.

(vi) **Hydrocele** - Hydrocele is visually a ground for rejection. However, once the candidate has been operated successfully, he may be declared fit.

The candidates who are declared unfit permanently by Senior Regimental Medical Officer of the board are be reassessed at Military Hospital. Candidate having colour perception (CP-IV) can be enrolled in cook (U) category in the Army. The following disabilities for which candidates were previously declared permanent unfit will now be declared temporary unfit:-

(i) **Vericose Vein (Left).** (Vericose Vein (Right) already included earlier as TUF (Temporary Unfit).

(ii) **Wax Left Ear.** (Wax Right Ear already included earlier)

(iii) **Corn Feet.**

(iv) **Dental Staining.**

(v) **Dental Braces.**

(vi) **Tympanoplasty.**

Any candidate with a small engraving / tattoo of name or religious symbol on the inner face of the fore arms or hands and back part of palm is permitted for enrolment. Candidate having permanent tattoo on any part of the body are debarred for recruitment.
4.4.3 **Recruiting Procedure to be Adopted**

On reporting of the candidates to Regimental Centres, the following sequence of action will be followed to ensure a fair recruitment process.

- **Initial Pre-Height Check and Documentation.**
- **Conduct Physical Fitness Test.**
- **Checking of Physical Measurement.**
- **Verification of Documents & preparation of Master Data Sheet card.**
- **Sports Trial for meritorious sportsmen candidate.**
- **Conduct of medical examination.**
- **Aptitude test for Soldier (Tradesmen) category**
- **Issue of Admit Cards to selected candidates.**
- **Conduct of Common Entrance Exam and Coding of Answer Scripts.**
- **Evaluation of Answer Sheets.**
- **De-Coding of Answer Sheets and Preparation of Final Merit List.**
- **Issue of call letter by the Centre.**
- **Pre-enrolment verification.**
- **Final selection and forwarding of documents to Training Battalion.**
The following documents will be checked during the initial screening of the documents:-

(a) **Marks sheet & Education board Certificate.** Marks sheet & education board certificate issued by recognized State Board of Education are checked, Below Matric candidates who are entitled dispensation in education criteria must produce their education certificate countersigned by District Education Officer (DEO). The qualifications for different categories are as under :-

(i) **Soldier (Technical).** 10+2 qualified (with Physics, Chemistry, Mathematics and English).

(ii) **Soldier Technical (Aviation).** 10+2 in Science stream with Physics, Chemistry, Mathematics and English as compulsory subjects with a minimum of 50% marks in aggregate and 40% marks in each subjects. OR

Three years Diploma in Engineering (Mechanical/ Electrical/ Electronics/ Automobiles/Computer Science/Electronics and Communication) from a recognized Polytechnic/Institute.

(iii) **Soldier (General Duty).** Matric/10\textsuperscript{th}/SSLC pass with 45% in aggregate and 32% in each subjects. Persons having higher education need not have 45% marks in matric.

(iv) **Soldier (Tradesmen).** Matric/10\textsuperscript{th}/SSLC simple pass/ITI except Masalchi & House Keeper trades where intake qualitative requirement is 8\textsuperscript{th} pass.

(b) **Relationship certificate.** This is issued by concerned Records Office duly signed by an officer of concerned Records, including full details of officer personal No, Rank, Name and appointment. Office round stamp must be affixed legibly.

(c) **Nativity/Permanent Residence Certificate.** This certificate is with photo of the candidate duly attested and signed by State authorities empowered to issue such certificates.
(d) **Caste certificate/Community Certificate**. This certificate is with photo of candidate duly attached and signed by authorised state authorities (Dy Commissioner/Tehsildar/MRO / SDM).

(e) **Pre-verification/Character Certificate**. Family photo of all family members duly signed by SHO/local police authorities with stamp affixed and pasted on the reverse side of the certificate. Candidate must write the names of members of family below the photograph with relationship and signature. The certificate should not be more than six months old.

(f) **Character Certificate**. Issued by Village Sarpanch. Joint photos of all family members duly attested by village Sarpanch with his stamp and pasted on reverse side of character certificate with their name, age and date of birth. Validity period is six months from the date of issue.

(g) **Un-married certificate**. This certificate is from BDO/Village Sarpanch/Village Administrative officer duly endorsing his office seal stating that for candidate is below 21 years of age.

(h) **Affidavit**. Affidavit giving candidate's personal details (i.e. name, father and mother's name, place of birth, address of residence, caste, sub caste, religion and a certificate/statement that candidate had/have not been a member of any banned/political organization and has never been custody or jailed and there is no criminal or judicial case pending against him in any court of law in India/Abroad and that he has not been ever convicted for any offence under the law. Executive magistrate /SDM of the concerned Tehsil with round stamp should sign it.

(j) As per existing policy, a serviceman/Ex Servicemen can avail sponsorship facility only for one son and one brother. Hence, an affidavit by sponsor on Rs 20/- Non Judicial Stamp paper in English
duly signed by SDM/Executive magistrate Cl-1 with his name bearing rubber stamp and office round stamp must be recorded legibly.

(k) Photo copy of Kindred Roll of Father/Brother or Discharge book in case of ex servicemen or pension book of Mother in case of son of Widow.

(l) Fifteen copies of latest passport size coloured photographs duly attested on reverse side.

(m) **Death certificate.** Issued by Military Hospital/Register of Birth and Death in case Father/Brother is deceased.

(n) **NCC Certificate.** In case of NCC Candidates.

(o) **Sports Certificate.** From the concerned authorities with validity period of such certificate being two years. A separate board of officers will carry out screening and trial of potential players.

(p) **Conduct of Aptitude Test for Soldier Tradesmen.** Aptitude Test for Soldier Tradesmen is conducted by the Screening Board.

(q) **Issue of Admit Card to Selected Candidates.** Admit Cards will be issued to selected candidates one day before Common Entrance Examination. Only those candidates who are medical fit will be allowed to appear in Common Entrance Examination.

(r) **Conduct of Common Entrance Exam (CEE).** All the questions will be of objective type and answers will be given on OMR (Optical Mark Reader) Sheet. The examination period will be of one hour. Negative marking of 0.50 mark will be awarded for every wrong answer in case of Soldier (General Duty) and Soldier (Tradesmen) category only.
(s) **Evaluation of Work Scripts.** A separate board of officers will evaluate the answer scripts immediately on receipt of Solution Key from Headquarter Recruiting Zone. After evaluation of work scripts by evaluation Board of Officers, these will be handed over to de-coding board for de-coding of work scripts.

(t) **De-coding of Answer Scripts & Final Merit List.** A board of officers will carry out the De-coding of Answer Scripts and preparation of final merit list. Decoding and preparation of Merit list will be done as per guidelines. Merit list will be prepared amongst the successful candidates, zone-wise for enrolling them against the available vacancies. The merit list of soldier Tech is prepared on the basis of marks obtained on the written examination only, whereas the merit list of Soldier (General Duty) will be prepared based on the marks obtained in both physical test and written test. Merit list of Soldier (Tradesmen) category will be prepared based on the marks obtained in written test, Aptitude Test, Physical Test and following percentage of total marks of each category will be considered while preparing the merit list.

(i) Physical Fitness Test - 30%
(ii) Aptitude Test - 40%
(iii) Written Test - 30%

For Musician category only.
(i) Physical Fitness Test - 25%
(ii) Aptitude Test - 50%
(iii) Written Test - 25%

(u) **For Sportsmen Category only.** Sportsmen, who have represented India at International level and State at National level but not earned 1st/2nd position, are eligible for relaxation in physical standards and bonus marks. But those who have represented Dist at State level and University team or regional team at Dist level will be eligible for physical relaxation and bonus marks only if they have
earned 1\textsuperscript{st}/2\textsuperscript{nd} position. The bonus marks to be awarded at the time of preparation of final merit list are as under:-

(i) Represented India at International level - 20 Marks
(ii) Represented State at National level - 15 Marks
(iii) Represented District at State level - 10 Marks
(iv) Represented University/Distt - 05 Marks

(v) **Final Selection.** All candidates holding NCC ‘C’ certificate and applying for Soldier (General Duty) and Tradesmen Categories only are exempted from Common Entrance Exam (CEE) and are placed on top of the merit list. Utilization of vacancies will be as per laid down priorities. Once the candidates of Priority-I have qualified in all tests and obtained minimum marks laid down, they will be enrolled first, irrespective of their place in overall merit list. If number of vacancies are less than priority I candidates, then they will be enrolled as per their order of merit. After Priority-I candidates, Priority-II candidates will be enrolled & so on. The board proceedings will be put up to Commandant for his approval. After the approval of the Commandant, the result will be declared by the Administrative Officer. Administrative Officer will inform the results to the candidates and the same will be displayed on the notice board and web site. Selected candidates will report to the Centre during first week of next quarter (Oct, Jan, Apr & Jul) for completion of enrolment documentation. Joining letter will be issued to pass candidates for enrolment. The candidates are given only 60 days from the date of issue of call letter. In case individual reports after that, then his candidature will not be accepted. Maximum of 100 days is permitted for dispatch of candidates, due to delay in verification of documents.

(w) **Despatch Schedule.** Consequent to final selection of candidates, their completion of documents and interview of enrolling officer, the recruits will be dispatched to Training Battalion for Basic Military Training as per dispatch schedule.
4.5 **Analysis of Recruitment**

The utilization of EME Unit HQ quota vacancies from May 12 to Mar 13 is shown below:

<table>
<thead>
<tr>
<th>Selection % in Recruitment Rally</th>
</tr>
</thead>
<tbody>
<tr>
<td>May 12</td>
</tr>
<tr>
<td>Jul 12</td>
</tr>
<tr>
<td>Sep 12</td>
</tr>
<tr>
<td>Nov 04</td>
</tr>
<tr>
<td>Jan 13</td>
</tr>
<tr>
<td>Mar 13</td>
</tr>
<tr>
<td>Overall</td>
</tr>
</tbody>
</table>

A large number of vacancies remain unfilled from low response States, at the same time large number of candidates having qualified through selection process do not find place in merit due to limitation of vacancies in high response States. As far as quality is concerned, the candidates in low merit, ie. barely qualifying the selection process get recruited from low response states whereas on the other hand, candidates with marks in the range of 60-70% in the common selection process do not get recruited from high response States for lack of vacancies. The RMP factor is not applicable to Navy and Air Force.

(a) **Stringent PFT Norms.** Physical Fitness Test (PFT) is the first stage of screening wherein elimination due to 1.6 kilometers run is as high as 25 to 30%. The minimum acceptable time standard for 1.6 kms for the Army is 6 minutes 20 seconds as compared to 7 minutes and 8 minutes in the Navy and Air Force respectively. This standard applies equally to both soldier (General Duty) and Soldier (Technical).

(b) **Physical Standards.** The height criteria specified for Army is from 157 to 170 cms depending upon the region. The rejection of candidates on this account is 10 to 15%. The comparative criterion for Navy and Air Force is 157 cms and 152.5 cms respectively.
(c) **Rejection of Intellectual Candidates at PFT Stage.** Cumulative rejection for 1.6 km run and height criteria is in the order of approx 40%. This affects the recruitment into Soldier (Technical) category where in candidates having adequate academic level are filtered out before the CEE stage where their technical caliber is tested. In the Navy and Air Force, this does not happen as the candidates are first subjected to written tests.

(d) **Alternate Job Opportunities.** The following factors have lead to better jobs opportunities outside the Army, thus reducing the base of personnel seeking Army as a career:-

(i) Urbanisation
(ii) Industrialisation.
(iii) Higher educational avenues including vocational training.
(ii) Development of IT sector.
(iii) Stability of location in other jobs.

(e) **Low Response to Army Career.** Army is perceived to be a tough service full of hardships as compared to other avenues. Thus the candidates seeking recruitment in the Army are of relatively low merit /college drop outs with a majority from non urban areas. A gap of 1 to 2 years after leaving schools is common feature. This factor has a direct bearing on the quality of intake. In stark contrast Air Force and to a lesser degree Navy are perceived as glamorous services where the cut off percentage for the qualifying exam is of the order of 60% and above.

(f) **Non-Projection of EME as Technical Organisation.** There is a total lack of awareness about the technical role/ functioning of the Corps of EME among the masses.

(g) **Tedious Recruitment Procedure.** The recruitment process in the Army is rather tedious and lengthy. The candidates from all over the country report to 1 & EME Centres. During the recruitment under Unit HQ quota they have to make their own administrative arrangement for a period of 20-28 days to cover the entire selection process. This is also associated with the financial burden which may be more pronounced for large
proportion of candidates coming from lower strata of the society. This coupled with low chances of selection particularly from high response States discourages the candidates from seeking recruitment.

(h) **No Financial Benefit.** There is an anomaly of Soldier (Technical) with higher entry level of 10+2 clubbed with 10th level Soldier(GD) category in the same Group 'Y' for financial entitlements. The logical incentive by way of financial benefits on account of higher entry level qualification is denied to the potential candidates for Soldier (Technical). This may also be a reason for the candidates opting for other avenues.

(j) **Restriction on Open Category Recruitment.** The Unit HQ quota system provides for recruitment of open category candidates, though at a lower precedence below priority 1 to 4 candidates. It was hither-to-fore possible to fill in Unit HQ quota vacancies by the Centres particularly from low response states. However restriction has been imposed by Army HQ\(^86\) that such recruitment will not exceed 20% of the allotted vacancies. This has a direct bearing on the quantity of recruitment.

(k) **Outsider Sanction.** Provision for filling 3% of vacancies exists for recruitment of candidates through outsider sanction for which DDG Recruiting only are empowered. Delegation of these powers has not been vested with the Centre Commandants.

(l) **Selection, Placement & Induction.** Army HQ policy gives the precedence for allotment of Arms and Services to newly enrolled recruits by Army Recruitment Organisations(AROs). This policy has serious implication on the quality of recruits being allotted to the Corps of EME. Its’ implications are as under:

(i) **Soldier(GD).** Merit list for Soldier (GD) prepared at AROs has two components viz. PFT score - a measure of physical ability and CEE Part I score- taken as a measure of intellectual capabilities. The precedence for allotment of Arms/Services to Soldier (GD) is given as follows:

---

(aa) Candidates getting higher PFT scores are to be allotted Arms in a specified order.
(ab) Candidates with higher CEE score are to be allotted Technical Arms.
(ac) Candidates with lower merit than (i) and (ii) above are to be allotted Services. AMC and EME however get preference over the other Services.

(ii) This implies that EME has been placed at third level precedence as Soldier (GD). A majority of critical technical trades in the Corps of EME e.g. eligible trades like Automotive Technician (MV), Electrician (MV), Fitters, Armourers etc fall under the category of Soldier(GD). This coupled with the fact that 80% of the recruitment for EME is through AROs, makes this a serious issue for the quality of intake into the Corps of EME.

(iii) **Soldier (Technical).** Soldier (Technical) are required to only qualify in the PFT and the marks obtained in PFT are not counted towards their merit. The merit list is prepared on the basis of marks obtained in CEE part I and Part II alone. The precedence for allotment of Arms and Services to Soldier (Technical) is as follows:-

(aa) Technical Arms
(ab) EME.

Considering the role of technicians for maintaining complex equipment, the lower precedence as per existing policy is considered unjustified and has adverse bearing on the quality of intake for the Corps of EME.

### 4.6 JCOs and Other Ranks in EME

The Corps of EME has six levels of ranks for Junior commissioned officers (JCOs), Non commissioned officers (NCOs) and other ranks (OR). The rank structures are given below for which induction is done at the lowest level which is sepoy/craftsman:-
(a) Subedar Major  
(b) Subedar  
(c) Naib Subedar  
(d) Havildar  
(e) Naik  
(f) Sepoy /Craftsman.

The entire manpower of the Corps of EME in the JCOs/OR is sub divided in 60 different trades. Requirement of higher level of skill and expertise has further grouped them under the two sub groups as given below:-

(a) **Eligible Category.** Trades which require higher level of expertise come under this category. Personnel in these categories are permitted accelerated promotion as technical category through competitive examination and on successful completion of higher skill level course. Promotion prospects for the remaining personnel are similar to non-eligible category, referred to as Artisan category. Some eligible trades are Automotive Technicians, Telecommunication mechanics, Electricians etc.

(b) **Non Eligible Category.** The balance trades which do not come under the preview of eligible category fall under non eligible category. Some of the non eligible trades are Carpenters and Joiners, Metal smith, Painters etc.

The authorisation of manpower in trades based on functional requirement is approved by Army Headquarters. The present authorisation is as follows:-

<table>
<thead>
<tr>
<th>(a)</th>
<th>JCO’s (All Categories)</th>
</tr>
</thead>
<tbody>
<tr>
<td>(i)</td>
<td>Subedar Major</td>
</tr>
<tr>
<td>(ii)</td>
<td>Subedars</td>
</tr>
<tr>
<td>(iii)</td>
<td>Naib Subedars</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>(b)</th>
<th>JCO &amp; NCOs (Eligible Category)</th>
</tr>
</thead>
<tbody>
<tr>
<td>(i)</td>
<td>Havildar Major Technical (HMT)</td>
</tr>
<tr>
<td>(ii)</td>
<td>JCO (Technical))</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>(c)</th>
<th>Eligible Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>(i)</td>
<td>Havildar</td>
</tr>
<tr>
<td>(ii)</td>
<td>Naik</td>
</tr>
</tbody>
</table>

95
(iii) Sepoy/Cfn) incl L/Nk - 50%

(d) **NCOs (Non-eligible Category)**

(i) Havildar - 12%
(ii) Naik - 23%
(iii) Sepoy/(Cfn) incl Lance/Naik - 60.5%

### 4.7 Employees Training

The term training refers to the acquisition of knowledge, skills, and competencies as a result of the teaching of vocational skills and knowledge that relate to specific competencies. In addition to the basic training required for a trade there is need to continue training beyond initial qualifications to maintain, upgrade and update skills throughout one’s life. We can generally categorize such training as under:-

(a) **On the Job Training.** Training takes place in a normal working situation, using the actual tools, equipment, documents or materials that trainees will use when fully trained. It is suited for vocational work.

(b) **Off the Job Training.** Training takes place away from normal work situations implying that the employee does not count as a directly productive worker while such training takes place. Off the job training has the advantage that it allows people to get away from work and concentrate more thoroughly on the training itself. This type of training has proven more effective in inculcating concepts and ideas.

### 4.7.1 Training of JCOs/OR

As per directions of Directorate General of Military Training and Directorate General of EME\(^7\), the training being imparted to the combatant manpower of the Corps of EME has to deal with a variety of equipment and need constant updating at successive stages of their career. The training has to be designed so as to ensure that the right man is always trained for the right job in the Army. The

\(^7\) Directorate General of Military Training and Directorate General of EME, Training policy, 2013.
training structure is aimed at implementation of the training policies and fulfillment of organisational requirement. The training overview of the training conducted for EME tradesmen is as under:-

Figure - 4.1 : Training Overview of EME JCOs/OR

There are four main types of training being conducted in the Corps of EME:-

(a) Basic Military Training (BMT)
(b) Technical Training
(c) Upgrading Courses
(d) Havildar Major Technical (HMT) Diploma Courses
(e) Promotion Cadres
(f) Miscellaneous Courses.
(a) **Basic Military Training.** A recruit enrolled in the Corps of EME undergoes a 19 week BMT at one of the Centres namely 1 EME Centre and 3 EME Centre. The aim is to train recruits to make them fully competent to receive advanced technical training specific to his service. The duration of BMT is 19 weeks for all recruits except Religious Teachers in whose case it is six weeks only. There are presently 41 trades trained within the Corps of EME. The syllabus is same for all recruits of the Indian Army. Trade-wise details of BMT carried out by EME centres are :-

(i) **1 EME Centre**

![Figure - 4.2 : BMT at 1 EME Centre](image-url)
(ii) **3 EME Centre**

**Duration in weeks**

![Bar chart showing duration in weeks for different trades at 3 EME Centre.]

**Figure - 4.3 : BMT at 3 EME Centre**

(b) **Technical Training.** After completion of BMT, the technical stream recruits undergo training at their respective training institutions. Non technical recruits, trades such as Clerk are retained at 3 EME Centre for trade training, while certain trades like House Keeper, Washer men etc go to the units directly. However trades such as SKT, Chef after completion of BMT go to institutions like CMM, Jabalpur and ASC centre, Bangalore respectively for their trade training. Depending on the trade of the personnel, they then undergo their upgrading course training at MCEME/EME School. In case an individual appears for HMT Entrance Examination and qualifies in the same, he is detailed to undergo the Diploma Course conducted at MCEME/EME School. These individuals after serving in
the units for **five years** are detailed to undergo upgrading course Class-I. Individuals who do not qualify/ are unwilling to appear for the HMT Entrance Examination, are detailed to undergo upgrading course Class-I conducted at MCEME/EME School, but after having served in the units in the present Class i.e. **Class-II for five years.**

**Class- IV and Class-III & II in tandem technical training** has now been started with effect from 01 Jul 2013 in order to streamline the course duration of different trades. This restructuring of Technical Training has been done in which the duration of mechanical and electronics courses have been kept as same. The details of Class-IV and III & II in tandem training carried out by 1 EME Centre with training durations are given at **Fig 4.4 and 4.5** respectively.

![Figure 4.4: Class IV Technical Training at 1 EME Centre](image)

**Figure 4.4 : Class IV Technical Training at 1 EME Centre**
Figure - 4.5 : Class III & II Tandem Technical Training at 1 EME Centre

The details of Class-IV and III & II in tandem training carried out by 3 EME Centre with training durations are given at Fig 4.6.

(c) Upgrading Courses. Upgrading courses for the JCOs/OR for the Corps of EME are conducted at MCEME and EME School. The details of the upgrading courses are as under:-
(i) **At MCEME.**

<table>
<thead>
<tr>
<th>Ser No</th>
<th>Trade</th>
<th>Cl-III &amp; II in tandem (weeks)</th>
<th>Class-II (duration in weeks)</th>
<th>Class-I (duration in weeks)</th>
</tr>
</thead>
<tbody>
<tr>
<td>(i)</td>
<td>Auto Tech (A Veh)</td>
<td>35</td>
<td>12</td>
<td>-</td>
</tr>
<tr>
<td>(ii)</td>
<td>Auto Elect (A Veh)</td>
<td>36</td>
<td>12</td>
<td>-</td>
</tr>
<tr>
<td>(iii)</td>
<td>Opr&amp;Dvr Rec (A Veh)</td>
<td>35</td>
<td>12</td>
<td>11</td>
</tr>
<tr>
<td>(iv)</td>
<td>Dvr Spl Veh</td>
<td>4</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>(v)</td>
<td>Tech (GCE)</td>
<td>51</td>
<td>12</td>
<td>-</td>
</tr>
<tr>
<td>(vi)</td>
<td>Tech (Comm)</td>
<td>52</td>
<td>12</td>
<td>-</td>
</tr>
<tr>
<td>(vii)</td>
<td>Tech (Cmptr)</td>
<td>45</td>
<td>12</td>
<td>-</td>
</tr>
<tr>
<td>(viii)</td>
<td>Tech (Rdr)</td>
<td>49</td>
<td>12</td>
<td>-</td>
</tr>
<tr>
<td>(ix)</td>
<td>Avn Tech (AF/AE)</td>
<td>52</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(x)</td>
<td>Avn Tech (Elect)</td>
<td>50</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(xii)</td>
<td>Avn Tech (Avionics)</td>
<td>50</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(xiii)</td>
<td>Avn Tech (I &amp; P)</td>
<td>52 (19 wks at EME School)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(xiv)</td>
<td>Tech Avn (Armt)</td>
<td>50 (19 wks at EME School)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Done at unit level

(ii) **At EME School.**

<table>
<thead>
<tr>
<th>Ser No</th>
<th>Trade</th>
<th>Class-III &amp; II in tandem (weeks)</th>
<th>Class-II (duration in weeks)</th>
<th>Class-I (duration in weeks)</th>
</tr>
</thead>
<tbody>
<tr>
<td>(i)</td>
<td>Auto Elect (B Veh)</td>
<td>-</td>
<td>12</td>
<td>-</td>
</tr>
<tr>
<td>(ii)</td>
<td>Tech (C Veh)</td>
<td>20</td>
<td>12</td>
<td>-</td>
</tr>
<tr>
<td>(iii)</td>
<td>Tech Armt (Fd)</td>
<td>32</td>
<td>12</td>
<td>15</td>
</tr>
<tr>
<td>(iv)</td>
<td>Tech Armt (AFV/AD)</td>
<td>32</td>
<td>12</td>
<td>15</td>
</tr>
<tr>
<td>(v)</td>
<td>Tech Opto (Elect)</td>
<td>48</td>
<td>17</td>
<td>15</td>
</tr>
<tr>
<td>(vi)</td>
<td>Tech (SA)</td>
<td>29</td>
<td>12</td>
<td>-</td>
</tr>
<tr>
<td>(vii)</td>
<td>Avn Tech (I &amp; P)</td>
<td>21</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>(viii)</td>
<td>Tech Avn (Armt)</td>
<td>21</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>(ix)</td>
<td>Auto Tech (B Veh)</td>
<td>-</td>
<td>12</td>
<td>-</td>
</tr>
</tbody>
</table>
(d) **HMT Diploma Courses.** This is applicable to eligible category only. A tradesman is detailed on this course after passing an entrance exam, for which he should have service of eight years and minimum qualification of Grade-II. The course duration is usually 52 weeks. HMT course is considered equivalent to a Diploma Engineering. The JCOs/OR who get selected based on an all India Entrance Examination conducted, undergo a Diploma course of following duration at MCEME/EME School:-

(i) **MCEME**

<table>
<thead>
<tr>
<th>Ser No</th>
<th>Trade</th>
<th>Duration in Weeks</th>
</tr>
</thead>
<tbody>
<tr>
<td>(i)</td>
<td>Auto Tech (A Veh)</td>
<td>48</td>
</tr>
<tr>
<td>(ii)</td>
<td>Auto Elect (A Veh)</td>
<td>58</td>
</tr>
<tr>
<td>(iii)</td>
<td>Tech (GCE)</td>
<td>64</td>
</tr>
<tr>
<td>(iv)</td>
<td>Tech (Comn)</td>
<td>64</td>
</tr>
<tr>
<td>(v)</td>
<td>Tech (Rdr)</td>
<td>64</td>
</tr>
<tr>
<td>(vi)</td>
<td>Avn Tech (AF)</td>
<td>20</td>
</tr>
<tr>
<td>(vii)</td>
<td>Avn Tech (AE)</td>
<td>20</td>
</tr>
<tr>
<td>(viii)</td>
<td>Avn Tech (Elect)</td>
<td>20</td>
</tr>
<tr>
<td>(ix)</td>
<td>Avn Tech (Armt)</td>
<td>20</td>
</tr>
<tr>
<td>(x)</td>
<td>Avn Tech (Avionics)</td>
<td>20</td>
</tr>
<tr>
<td>(xi)</td>
<td>Avn Tech (I &amp; P)</td>
<td>20</td>
</tr>
<tr>
<td>(xii)</td>
<td>Tech (Cmprtr)</td>
<td>64</td>
</tr>
</tbody>
</table>

(ii) **EME School**

<table>
<thead>
<tr>
<th>Ser No</th>
<th>Trade</th>
<th>Duration in Weeks</th>
</tr>
</thead>
<tbody>
<tr>
<td>(i)</td>
<td>Auto Tech (B Veh)</td>
<td>52</td>
</tr>
<tr>
<td>(ii)</td>
<td>Auto Elect (B Veh)</td>
<td>52</td>
</tr>
<tr>
<td>(iii)</td>
<td>Auto Tech (EngrEqpt)</td>
<td>52</td>
</tr>
<tr>
<td>(iv)</td>
<td>Armt Tech (Fd)</td>
<td>52</td>
</tr>
<tr>
<td>(v)</td>
<td>Armt Tech (AFV/AD)</td>
<td>52</td>
</tr>
<tr>
<td>(vi)</td>
<td>Tech Opto (Elect)</td>
<td>52</td>
</tr>
<tr>
<td>(vii)</td>
<td>Tech (SA)</td>
<td>52</td>
</tr>
</tbody>
</table>
(e) **Promotion Cadres Courses.** They are conducted at both the Centres and are common to all trades. These are as follows:-

(i) Naik to Havildar (NH) Course - 08 Weeks duration

(ii) Havildar to Naib Subedar (HNS) Course – 15 Weeks

(f) **Miscellaneous Courses.** These are need based courses which include:-

(i) Equipment Capsule Courses

(ii) Technical Supervisor Courses - 07 Weeks duration

(iii) Adhoc Courses.

(iv) Refresher Diploma Course – 4-7 weeks.

### 4.7.2 Analysis of JCOs/OR Training

Technical standards of tradesmen in the Corps are laid down in Qualification Regulations\(^88\) as amended by various Army Instructions. Job analysis is one of the factors that form the basis for training to be imparted to JCOs/OR. This has been revised in 2009-10. As per this, the various categories of JCOs/OR at the end of their training must know the following:-

(a) **Class-III Tradesmen.** A Class-III tradesmen should:-

(i) Be able to carry out repairs under supervision.

(ii) Broadly understand various sub system of equipment pertaining to his trade.

(iii) Have knowledge of commonly used special tools.

(iv) Basic knowledge of workshop practices.

(b) **Class-II Tradesmen**

(i) Be able to carry out all field repairs.

(ii) Inspection as per field inspection standards.

(iii) Be conversant with a special tools and test equipment.

(iv) Maintenance procedures and documentations.

---

(c) **Class-I Tradesmen.** He should be able to acquire :-

(i) Full knowledge of repairs and maintenance of equipment pertaining to his trade.

(ii) In depth knowledge of inspection and policies.

(iii) Ability to work independently.

(d) **Job Specification : JCOs/HMT.** The jobs specifications are:-

(i) Should have full knowledge of all aspect of repair and recovery, maintenance and inspection of equipment of his trade.

(ii) Be able to understand and undertake repair of newly introduced/low population equipment.

(iii) Be able to organise and conduct training classes.

(iv) Effectively supervise and develop subordinates.

(v) Carry out defect investigation and be associated with user/maintainability trials of equipment.

(vi) Understand maintenance support requirements.

(e) **Job Specification- JCOs.** He should:-

(i) Provide supervision and guidance of technical activities.

(ii) Responsible for technical administration of his section.

**Analysis of Training of JCOs/OR in EME**

The aim of training the EME tradesmen is to make them competent enough so that they are able to provide effective engineering support and meet the requirement of the field Army. Considering the aim and the ever changing scenario, our training is structured and progressive in nature. Upgrading courses are conducted at various intervals to enhance the tech efficiency. It is felt that in some cases the training is repetitive in nature and as such there is a requirement of reviewing the same in a holistic manner to have right balance for theory and practical contents for the courses. There is also a need to clearly lay down the ‘must know’, ‘should know’ and ‘could know’ for each trade in the overall training.
programme. With these issues in mind, a complete analysis of all the trades being trained at MCEME was carried out and the following questions were posed:-

(a) Does the present training meet the objectives ie. the present and future requirement of the field Army?
(b) What should be the broad philosophy for training of JCOs/OR - Overall and for each trade?
(c) How to make training progressive?
(d) How much of the training is repetitive?
(e) How to evolve a fair mix of theory and practical at each level?
(f) Lay down, ‘must know’, ‘should know’ and ‘could know’.

Based on the discussions, the deductions from the above mentioned analysis are as under:-

(a) Stress on high end theoretical training is not commensurate to the level of the some individuals.
(b) There is a definite need for skill enhancement with more emphasis on practicals.
(c) Repetition existing in some syllabi.
(d) Methodology of progressive coverage of equipment during various levels needs to be clearly laid down.
(e) Certain syllabi not in sync with the prevailing field army requirements, Permissive Repair Schedule (PRS) and echelons of repair.
(f) Adhoc periodic cuts in durations catered for piecemeal modifications in course syllabi.

Based on the above analysis, review of syllabi of all the courses was done and the same has been completed recently. The broad philosophy is as under:-

(a) Gradual enhancement of skill level at various stages of training being imparted to an individual.
(b) Clear definition of intake level of an individual and a realistic terminal objective at each stage of training, commensurate to the uptake level of the individual.
(c) The intake at successive stage to be in sync with the previous terminal objective and experience gained in field.
(d) Training should be in synergy with our repair philosophy and PRS.
(e) Class-III syllabus be made in consonance with the terminal behaviour to ensure continuity and relevance in training.

4.7.3 Training of Civilians of the Corps of EME

The Corps of EME has a work force of approx 14,000 civilians which works in association with combatant work force at various EME echelons for providing repair cover to the equipment of the Army. There is a well established procedure for recruitment, promotion and welfare activities for this work force. However, a systemised procedure for training of these personal has not been established. There is no policy in vogue to provide planned training to these personnel which is necessary due to increased advancement in equipment technology. Therefore, it is felt that regular training is planned to enhance the technical capability of the workers for their gainful employment as under:-

(a) **Skilled Tradesmen.** It is recommended that these individuals be detailed to undergo three months discipline based equipment course at EME School during probationary period only and in case the personnel do not undergo this course, their probationary period should be extended. This course should be made mandatory for promotion to Highly Skilled trade.

(b) **Supervisors.** It is proposed to detail this category of personnel for supervisor course of six weeks duration at MCEME/Advanced training institutes. In addition, it is recommended that these personnel be detailed to undergo elementary computer course of four weeks under the unit arrangement. These courses should be made mandatory for their promotion to Assistant Foreman.
(c) **Civilian Officers (Technical & Others).** There are 122 Civilian Technical Officers (mostly recruited through UPSC) and other officers like Professors, Establishment & Accounts Officers, Labour Welfare Commissioners, Medical Officers, Security Officers and Private Secretaries. The Civilian Technical Officers undergo training courses like YTO, Advance equipment courses, WCC, SO etc at par with their service counterparts.

### 4.7.4 **EME Training Advisory Committee (ETAC)**

The training of JCOS/OR in the Corps is mostly centrally controlled and responsive to the needs of the Corps. The Corps of EME has a well established system of formulating, implementing, monitoring and controlling its training policy through EME Training Advisory Committee (ETAC). This is an apex body, formed in 1988 with a view to synergize training institutions of the Corps. ETAC consists of DGEME as its chairman and members include ADG (A), ADG(B), ADG(C), Commandants of MCEME, EME School, 1&3 EME Centres and Director EME (Training). As Commandant 1 EME Centre, the researcher was part of ETAC. This committee meets once in a year and takes stock of the training requirements.

### 4.7.5 **New Initiatives in Training**

Training dynamically keeps on constantly modifying to cater for the needs of the environment. In the recent years, some new initiatives have been taken to order to make training more responsive and effectively meeting of the field army requirements. The important initiatives are as under:-

(a) **System Approach to Training (SAT).** Under this, starting from the analysis of training requirements to formulation of training programmes, their delivery, feedback and review are done constantly in a cyclic process.

(b) **Responsive or Just in Time (JIT) Training.** This caters for meeting the immediate requirements of training on the equipment and weapon systems, which the trainees are going to handle once posted to field units after training. Under this, EME (Records) issues postings of JCOs/OR two to three months in advance. The JCOs/OR are then trained
on the specific equipment profile of their unit responsibilities. Alternatively, short duration courses on specific equipments are arranged by the mother faculties to hone their skills at short notice.

(c) **Attitudinal Training.** Mostly it is not the technical incompetency but attitudinal failure which is the prime source of all problems. Hence, efforts have been initiated to make attitudinal training a part of the technical syllabi. Under this, with the help of professionals, requisite training is imparted to key personnel who come in direct contact of the users (customers). How to deal with them, looking after their genuine requirements, providing single window service, instituting a feedback system and providing in-situ repairs in case of premature failures. All these are done with a single motto of **‘Service with Smile’**.

(d) **Customer Delight.** To achieve customer delight is one step ahead of customer focus or customer orientation. Customers today are regarded as Kings and Queens. Hence, the Corps of EME being a service organisation, efforts have been initiated to train the service providers to re-orient our focus accordingly.

(e) **Academia- Industry Collaboration.** In order to tap the potential of IITs and IIMs, two forums such as Army Technology Boards (ATBs) and Army Management Study Boards (AMSBs) have been constituted. Under this, various army project studies are undertaken with their collaboration. Similarly, MoUs are signed with defence Public sector Undertakings and leading industries for design and development of simulators/other projects.

**CONCLUSION**

22. The illiterates of 21\textsuperscript{st} century are not those who cannot read or write but those who cannot quickly learn, unlearn and relearn. Firmly believing in this motto, the Army and the EME keep evolving and refining their training methodology and delivery systems so as to meet the future challenges more efficiently and effectively.