CHAPTER – 5

HUMAN RESOURCE DEVELOPMENT IN EME

5.1 Significance & Need of HRD

Human Resource Development (HRD) is defined as a continuous process of enhancing capability of human beings and assisting them to change their attitude to give best results in an organisation. It is thus concerned with focussing on learning experiences provided by the organisations to achieve the ultimate goals. HRD enables the individuals to gain their best human potentialities by attaining a total all round development and provide opportunities for team work and organisational development. In other words, HRD programs enable the employees to acquire and sharpen their capabilities to perform well on their respective jobs, develop and simulate their potentialities and make best contributions to develop conducive organisational climate.

Effective Human resource development encompasses career planning, career development and succession planning. Even though in an era of rapid technological changes, organisations are besieged with the problem of manpower redundancy besides being equally concerned with the problem of retention of manpower. While one way to increase retention is by extrinsic motivational reinforces, the other way obviously is to address the need of the employee, which centres around individual career planning and development. From an organisation point of view also, these initiatives reinforce its strategic plans and make its goals and objectives achievable. An organisation without career planning and career development initiatives is likely to encounter the highest rate of attrition causing much harm to its plans and programs. Similarly without succession planning, manning of vacancies, particularly at higher levels becomes difficult. There are many organisations, who had to suffer for lack of HRD, thereby not being able to find the right successor in time for their key positions. The main objectives of Human resource development are:

(a) To attract and retain effective persons in an organisation.
(b) Utilise human resource optimally.
(c) Improve morale and motivation level of the employees.
(d) Reduce employees’ turnover (attrition).
(e) Make employees adaptable to change.
(f) Increase organisational commitment of the employees.

Human resource development has got an important place in the Indian Army. Career development essentially means the process of increasing an employee’s potential for advancement and career change. In other words, it’s a process of planning the series of possible jobs which an individual may hold in the organisation and developing strategies designed to provide necessary job skills as the opportunity arises. Therefore career development relates to the readiness for progression through series of positions during an individual’s working life. Career development may be differentiated from career planning and career management. Career development is a systematic process of guiding the movement of human resources of an enterprise through different hierarchical positions, where as career planning is a process of establishing career objectives for an employee and developing planned strategies to achieve them including activities which help in making choices with respect to occupations, organisation’s jobs assignments and self development measures. Career management on the other hand, relates to specific human resource management activities, such as recruitment, selection, placement and appraisal to facilitate career development. Some of the important reasons for career development are as follows:

(a) Changing environment is making jobs more complex. A suitable career development program enables employee to be better prepared for future position in the organisation. It also helps in identifying prospective managers from within. This is being extensively used in the Corps to promote JCOs/OR to the rank of officers in Special List (SL), Regimental Commission (RC) and Special Commission (SC).
(b) A suitable career development program enables the organisation to receive maximum contribution from the employees.
(c) Career development makes employees more adaptable to changing requirement of the organisation.
(d) It provides an objective basis to describe the steps of progression in a given organisation and therefore, minimises unfair promotion practices thereby avoiding resentment.
(e) It provides opportunity to employees to acquire more skills, obtain desired jobs, share increased responsibilities, enjoy job mobility and in turn increased job satisfaction.

Salient points of career development from the view point of employers and employees are the under mentioned:-

(a) Reduces employee turnover by increased promotional avenues.
(b) Improves employee morale and motivation.
(c) Allows filling of promotional vacancies.
(d) Better utilisation of employees’ skills and high work satisfaction.
(e) Makes employees adaptable to changing requirements.
(f) Reduces disputes related to promotional matters.
(g) Increase of loyalty and commitment to the organisation.

In an organisation, there are different types of development programmes to enrich different skills of human resources. These include organisation development, employee development, management development and career development. Organisational development programmes are planned and managed from the top to bring about planned organisational changes for increasing the organisational effectiveness. Management development is concerned with upgrading the managers’ skills, knowledge and enables them to guide the movement of human resources through different hierarchical levels. The modified assured career progression\(^{89}\) (MACP) has been implemented for Central government employees. For military personnel it is at 8, 16 and 24 years of service, while for civilians it is at 10, 20 and 30 years of service.

The gist of the HRD lies in the realisation that people are the most important and valuable assets of any organisation. Dynamic, effective, competent and motivated people can build dynamic organisations, can contribute to its effectiveness, make things happen and enable an organisation to achieve its goals. Therefore it is the responsibility of the organisations that they should continuously ensure that dynamism, competency, motivation and effectiveness of the employees remain at high levels.

5.2 Techniques of HRD

The six important dimensions of HRD are the following:

(a) Performance appraisal
(b) Potential appraisal
(c) Employees’ counselling
(d) Career management, development and planning
(e) Training
(f) Organisational development.

The inter-relationships among individuals’ career (internal and external), organisation and society is at Figure 5.1. The organisational climate talks of OCTAPACE, which stands for –

O – Openness       C – Collaboration
T – Trust          A – Authenticity
P – Productivity   A – Autonomy
C – Confrontation E – Experimentation

Figure 5.1 : Career Cycle
In the Corps of EME and in Army, the common techniques employed for human resource development are as under:-

(a) **Opportunities for Growth & Development.** In Army and in EME, there are plenty of opportunities available for individual growth of the officers and the JCOs/OR. It is in the form of career courses like Diploma Engineering, Degree Engineering, M Tech, MBA, Computer Sciences and Ph D etc, both in India and abroad. They can pursue all India selection courses such as Staff Course, Technical Staff Course, Higher/ Senior Defence Management Course (HDMC/ SDMC), Higher Command (HC) Course, National Defence College (NDC) course etc. For this, they are also given up to two years Study Leave. Besides the career courses, there are ample opportunities for pursuing sports (viz. Football, Hockey, Volleyball, Basketball, Cricket, Golf, Polo, Billiards, Tennis, Squash, Athletics, Swimming, Boxing etc) or adventure activities (viz. Sailing, Rowing, Mountaineering, Hot air Ballooning, Para dropping, Parasailing etc). One can achieve any rank or position, without any discrimination of caste, creed or colour, purely based on his/ her performance.

(b) **Fair Assessment System.** In Army, the assessment system adopted is very fair, transparent and unbiased. It is purely performance based and do not discriminate on the ground of region or religion. Everybody gets equal opportunities to show his/ her talent and rise in the career progression ladder.

(c) **Delegation of Authority.** The Indian Army (including EME) has got well defined organisational hierarchy with laid down tasks and responsibilities for each appointment. Delegation of authority to the subordinates, grooming them through proper training, mentoring, coaching, counselling and accepting mistakes are the few time-tested techniques used for human resource development in the Army.
(d) **Trust in Subordinates.** There is a very high order of inter-personnel trust, display of undoubted integrity, organisational loyalty, sense of duty with sacrifice, discipline and the commitment to do anything for the nation, which is found amongst all the Army personnel. These are some of the unique traits that keep the Army distinct from others and help them to move as a team in any eventuality.

(e) **Work is Worship.** The motto of the Corps of EME is ‘Work is Worship’. It speaks high of its professional integrity and work as supreme duty. Similarly, the motto of Army Services Corps (ASC) is service before self. These mottos keep guiding them for their march ahead.

(f) **Creativity & Innovation.** Creativity and innovation is a long tradition in the Corps of EME. Ingenuity, improvisation, reclamation, modification, product improvement, reverse engineering, import substitution etc are the activities that are followed in day to day activities of EME workshops and units.

### 5.3 HRD Framework

While there is a considerable attention to HRD in many organisations including Indian Army (through Adjutant General, Military Secretary and Directorate General of Resettlement etc). Corps of EME also has units/departments staffed with specialists. Some view it primarily as a training and development activity. Others view it as a set of isolated tools like Appraisal System, Career Planning, Succession Planning, Role Analysis etc. However it has been generally observed that in majority of the cases, the concentration and attention remained on the managerial class ignoring the large population, the workers (i.e. JCOs/OR). Normally HRD, OD and IR are considered as separate entities of a broader concept of HRM. But each of these aspects overlaps, in practice, into the other and cannot be viewed in isolation. Therefore HRD efforts to succeed must go hand in hand with OD interventions and sound IR system cannot be visualised without good HRD practices. Therefore HRD has to play a significant role in establishing and maintaining a healthy and productive work culture needs to be remembered. The following main issues merit consideration:-
(a) HRD as a tool for improving organisational effectiveness in terms of better productivity, reduction of costs, better utilisation of available resources, better customers service and better profits.

(b) Good industrial relations, the effective systems of the employees’ participation, prompt and fair grievance redressal system besides good collective bargaining procedures need to be effectively placed.

(c) Focus on employees while doing recruitment, training, placement, promotion, performance evaluation and futuristic manpower planning.

(d) HRD should be developed as a long term philosophy encompassing all organisational programs and policies, and not as a short term individual's agenda.

(e) In turnaround situations, HRD should act as an effective tool to reorient focus, improve communications and change work practices to ensure better participation, involvement and commitment.

A broad framework of HRD is suggested in Figure - 5.2.

Figure - 5.2 : The HRD Framework
5.4 **Outcomes of HRD**

The vitality of human resources in any organisation depends upon the level of its growth, quality, competence and dynamism. The outcomes of HRD are four-fold as discussed below:-

(a) To the organisation,
(b) To individuals,
(c) To groups
(d) To society.

Benefits to the organisation accrue by developing the employees and making them ready to accept responsibilities, welcome change, adapt to change, enable them to implement programs for better quality, improve services, cost reduction, maintenance of good human relations, increase in productivity and profitability. It makes the top management more sensitive to the needs of employees.

HRD benefits individuals in achieving their optimal potentials, acquiring competencies, understanding their roles and fostering greater trust and respect for each other. It thus increases their performance and fulfils their needs to enhance social status. HRD also helps various formal and informal groups within the organisation to improve overall climate of cooperation. It also contributes to the society by developing human resources and through better products/services. The net result of these contributions is that the organisation becomes more effective. It achieves new heights in terms of productivity, growth, profits and public image.

HRD has multiple goals. These include employee competency development, employee motivation development and organisational climate development. Employees require variety of competencies viz, knowledge, attitudes, skills in technical, managerial, behavioural, human relations and conceptual areas. These competencies enable them to perform different tasks or functions required by their jobs. HRD also tries to develop potential of employees for future likely jobs/roles/functions which becomes inevitable due to diversification, expansion, modernisation, economic growth. It also aims to identify
employees’ competency gaps and creating conditions to bridge them through development. But having technical, managerial and human competencies alone is not enough for effective performance on the job. The employees’ motivation also need to be enhanced by providing basic needs, better work climate, career opportunities and instituting reward mechanisms. Implied in the above goals are the goal of developing cordial superior-subordinate relationships, team spirit (esprit –de- corps) and organisational health.

The outcomes of HRD in the Corps of EME can be categorised as under:-

(a) **To the Organisation.** The Corps of EME is the largest service group within the Army, nearly one ninth of its strength. It is a highly technical Corps and is respected for its professional acumen. There is not a single arm or service within the Army where its repair element is not attached. This has been possible due to the core competency of its officers, JCOs/OR and civilian tradesmen.

(b) **To Individuals.** Its officers, JCOs/OR and civilian tradesmen are the most sought manpower in the civil market, both nationally and internationally. There are numerous EME officers who have done exceedingly well in their post-retired service in the corporate sector. To name a few, Colonel SP Wahi as Chairman of the ONGC, Major General Bhaskar as CMD of BEML, Major General Sharad Gupta as CMD of DVC etc. These people have done great service to these organisations besides bringing laurels to the Corps of EME.

(c) **To Societies.** The well disciplined and high character technically qualified personnel of the Corps of EME have done great service to the nation and societies during their service and post-retired lives. During the service, keeping the Armed Forces always fighting fit by keeping their equipments and weapon systems serviceable. In the event of natural calamities, they have always come forward to provide aid to the civil authorities. Whether it is the case of Gujarat or J&K earthquake, Koshi flood in Bihar or Tsunami; EME is always at the forefront.
5.5 **Total Quality Management & HRD**

TQM believes in creating an organisational culture, where through the involvement of all employees, everything is done right first time. Humans play a very important role in achieving TQM in an organisation. Therefore the development of the human resources through proper training to prepare them for achieving and maintaining TQM is a must. Quality management is essentially a control function with respect to the quality of a product. However the responsibility of quality is not confined to an individual or a group. Rather it is shared widely by other departments such as Design Engineering, Material Stores, Production and Sales. Thus TQM is not only a technical problem, but it is also an issue of human relations and its development.

Often the EME tradesmen are faced with the dilemma of quantity versus quality. The quantitative output is important but not at the cost of quality. Quality and quantity are in fact complementary. **John Rusken**\(^90\) stated that quality is never an accident but always the result of intelligent efforts. However there must be the will to produce a superior thing. So first of all it is essential that the men are kept well informed about the goods and services they are supposed to produce by establishing a suitable communication channel between the management and the employees through planned quality orientation programmes. The tradesmen are educated about the following :-

(a) Army equipment, their repair techniques and the user expectations.
(b) Corps’s quality policy and objectives.
(c) Effects of quality on war fighting effort.
(d) Responsibility for quality and methods of quality control
(e) Effect of quality errors on the product and the user.

In most organisations, the financial incentives are based on piece rate system, which are output oriented. As long as financial incentives are linked with qualitative output only, the worker cannot be expected to make a serious effort for

\(^90\) Retrieved from http://www.goodreads.com/quotes/332404-quality-is-never-an-accident-it-is-always-the-result
quality improvement. Some form of financial incentive linked with quality of the product such as quality bonus or merit payment will provide a strong motivation for the operator to improve the quality of his work. For quality incentives to be effective, the quality of the product must be measurable in qualitative terms, so that there is no dispute about quality assessment and the tradesmen/workers know exactly what is required of them.

The most effective means of stimulating interest in quality and creating pride in workmanship is by direct involvement of the workers in the quality improvement programmes. Genuine participation can be expected only if operators are given full opportunity to express constructive criticisms and suggest methods of improvement. Suggestions of the workers should be given serious consideration and if found practicable, should be straightaway implemented, and the author of the suggestion should receive due recognition and public appreciation. If the suggestion is not found useful, its drawbacks should be explained to them. It is possible that the originator or some other workers may come up with new ideas for overcoming the problem. In no case should any suggestion be brushed aside, because it apparently looks absurd. In fact they should be encouraged to offer any solution which comes to their mind without fear of being ridiculed. This approach can be given practical shape by constituting quality committees, which could meet periodically and review the working of quality programmes. These meetings, if properly conducted will draw upon the experience and ideas of the original operators, which will be invaluable in highlighting the weak spots so that suitable corrective measures could be taken. This climate of joint consultation will give the workers a sense of participation and involvement and generate enthusiasm for the quality programmes. In the recent years, a number of formalised motivation techniques aimed at securing workers participation have been developed. The notable among these are Zero defect campaign in USA and QC Circle Movement in Japan.

Productivity and quality are considered to be the major strategic instruments in today’s competitive environment. Productivity has always been the foundation for improved quality of life for any organisation. Traditionally, a lot of efforts are directed towards improving the factors affecting productivity, the role of quality
however, has always been underplayed. However, it has been realised that quality and productivity are complementary to each other and not mutually exclusive.

For the success of TQM, the following are essentially required:-
(a) Commitment and backing of top management.
(b) Cooperation of other functional groups.
(c) Positive and responsive attitude of the tradesmen.
(d) Competence development of QC staff.

The failure of TQM programs occurs due to one of the following inadequacies:-
(a) Incompetence and lack of awareness due to lack of proper training.
(b) Carelessness and lack of interest.
(c) Lack of education in workers.
(d) Absence of motivation.
(e) Lack of financial incentives.
(f) Absence of total involvement of workers in quality improvement.

The quality of goods and services will add to the costs through disrupted schedule, delayed deliveries, increased rework, more scrap, wasted manpower and material, lost machine time and so on, and thus reduces productivity and profitability. Continuous improvement of both productivity and quality will form a new set of paradigms in the future because of the emergence of competitive globally integrated environment. The efforts, therefore, are required or establish a conclusive correlation between productivity and quality so that everyone in the organisation understands the significance of quality and its contribution in improving quality. Thus there is a need to outline a strategic management framework for integrated application. The increasing emphasis on customers, productivity and quality would mean:-

(a) **Doing Right Things.** Provide equipment which meet functional reliability and aesthetic needs of users with ease of use.
(b) **Doing Things Right.** Manufacture products in a manner which optimise use of all resources, use clean/low waste technologies, improve quality of work, reduce wastages and maximise value addition.

While quality considerations need market focus, productivity considerations require the organisational internal structure, resources and processes. Quality and productivity decisions require information flow in both horizontal and vertical directions. Both require cross-functional coordination within an organisation. Both emphasize system thinking, customer focus, everybody’s concern and participative work culture. The quality and productivity are pursued in organisations to maximise profitability or return on the investment. The emphasis is always on market leadership, cost leadership, product differentiation and supremacy.

The quest for quality and productivity in every organisation has always been compared to a race without a finish line. To move towards zero defects, zero inventory, zero lead time, new levels and standards are always planned for. Quality and productivity movement emphasises organisational restructuring, renewal and re-engineering on a continuous basis. It is always true that quality and productivity is everybody’s concern, meaning thereby the empowerment and involvement of all organisational members in planning, problem solving and decision making. Both quality and productivity decisions rely in the collection and analysis of hard data in the appropriate manner which could help in decision making and taking actions. Both work on the fundamental premise, that improvement is only possible when there is a method of objective measurement. The diagnosis and analysis are important for both, to design possible courses of action to improve the method and processes and then to implement and monitor the changes to ensure continuous improvement. To promote quality and productivity, people are the greatest asset of the organisation. Participative culture is the backbone for creating an organisational climate that is humanistic. Participative culture is characterised by providing people with opportunities for sharing responsibility, promoting freedom to contribute to the organisational goals and core values. Quality and productivity management thus tends to focus on improving the technological processes and on promoting human social interactions. To improve such technological processes, both share common view of using innovative tools, techniques and methods. To promote human social
interaction, both use collaboration, negotiations, persuasion and motivation as effective tools.

A team based approach to TQM will create both a greater sense of purpose and mutual dependence. In order to establish a team based quality culture, high order team building skills must be used by the managers. Professor John Adair\(^91\) (1983) in his ‘Action Centred Theory of Leadership has propounded a model which will apply very aptly in developing a team-based approach to TQM implementation. According to Adair, effective leadership rests on task, team and individuals. Effective team work is essential if TQM is to follow a systematic team-based approach. The principal elements of effective team work are purpose, role and responsibilities, activities, effectiveness, decisions, results and recognition. Total employees involvement is the backbone of a TQM movement.

The Army in general and the Corps of EME in particular is fully aware of the fact that TQM and HRD are closely related. Failure of quality in Army has high stakes of loss of soldiers’ lives and national prestige. As such the stringent quality measure standards (viz. MIL Standards) are used before acceptance of an equipment or weapon system in Army, Air Force and Navy. Though the central agency involved is Directorate General of Quality Assurance (DGQA), but others cannot get disassociated. Moreover, the Corps of EME, the repair and maintenance agency is deeply involved in TQM implementation programmes. For this purpose, it has got a Chief Quality Control Engineer (CQCE) located at its Headquarters Base Workshop Group. CQCE, with its network of seventeen Quality Control Engineers Detachments spread all over the country, closely monitor the quality assurance standards. Not only these 17 detachments, but the hundreds of its staff, Work Inspectorate Teams and tens of thousands of workers get actively associated to get the ultimate goal of TQM. This has resulted in getting all its ten Army and Advance Base Workshops ISO-9001 certified.

### 5.6 Wage & Salary Administration

Wages refer to an economic compensation or remuneration paid by the employer to his workers for services rendered by them. Wage is basically

---

composed of two parts – the basic wage and other allowances (fringe benefits). The difference between the wage and salary lies in the fact that wage is normally paid to the production workers (or blue collar workers) on hourly or daily rate basis, whereas salary refers to the weekly or monthly rate paid to the administrative and professional employees (or white collar workers).

Some companies refer it as strategic compensation planning. Commenting upon the importance of strategic compensation planning to organisational success, Gerald Ledford and Elizabeth Hawk\textsuperscript{92} noted that companies throughout the economy have begun to rethink their compensation systems in search for competitive advantage. The linkage of pay levels to labour markets is a strategic policy issue because it serves to attract or retain valued employees while affecting the its payroll budget. Other term used is called value-added compensation. In this, the components of the compensation package (viz. benefits, basic pay, incentives and so on); both create value for the organisation and its employees.

Formalised compensation goals serve as guidelines for managers to ensure that the wage and benefit policies achieve their intended purpose. The more common goals of a strategic compensation policy include the following:-

\begin{enumerate}
\item To reward employees’ past performance.
\item To remain competitive in the labour market.
\item To maintain salary equity among employees.
\item To mesh employees’ future performance with organisational goals.
\item To control the compensation budget.
\item To attract new employees.
\item To reduce unnecessary turnover.
\end{enumerate}

The determination of equitable wage and salary structure is one of the most important phases of the employer-employee relations. A pay for performance standard serves to raise productivity and lower labour costs in today’s competitive economic environment. The term ‘pay for performance’ refers to a wide range of compensation options including merit-based pay, bonuses, salary commissions, value-added compensation.

job and pay banding, team/group incentives and various gain sharing programs. Pay constitutes a quantitative measure of an employee’s relative worth. For most employees, pay has a direct bearing not only on their standard of living, but also on the status and recognition they may be able to achieve both on and off the job. This is because pay represents a reward in exchange for an employee’s contributions. Unfortunately, designing a sound pay for performance system is not so easy. Therefore, the primary objective of the wage and salary administration programme is that each employee is equitably compensated for the service rendered on the basis of the following factors:-

(a) The nature of the job.
(b) The present worth of that type of job in other organisation.
(c) The effectiveness with which the individual performs the job.

In order to achieve the above objectives, policies must be established to guide management in making sound decisions. Formal statements of compensation policies typically include the following:-

(a) The rate of pay within the organisation and whether it is above, below or at par with the prevailing market rate.
(b) The ability of the pay program to gain employee acceptance while motivating the employees to perform to the best of their abilities.
(c) The pay level at which employees may be recruited and the pay differential between new and more senior employees.
(d) The intervals at which the pay raises are to be granted and the extent to which merit and/ or seniority will influence the raise.
(e) The pay levels needed to facilitate the achievement of a sound financial position in relation to the products or services offered.

The Corps of EME is a Central Govt organisation. Therefore its officers, junior commissioned officers (JCOs), civilian supervisors, other ranks (OR) including defence civilian employees are paid salary and other allowances as per the Central government policy guidelines and directives. These include basic pay, dearness allowance (DA), house rent allowance (HRA), transport allowance, grade
pay as per their ranks and other allowances as permissible. The officers and jawans in uniform get additional military service pay (MSP). The MSP rate is Rs 6000/- per month for officers and Rs 2000/- p.m. for Jawans. The other fringe benefits include free ration, accommodation, medical, messing, recreational and schooling facilities. The military officers and JCOs/OR get field service allowance and high altitude allowance as per their place of posting. In addition, yearly bonus is also paid to the eligible employees. In case of civilian employees, the provisions of the following two Acts are strictly adhered:-

(a) Payment of wages Act, 1936  
(b) Minimum Wages Act, 1948.

Post acceptance of Sixth pay commission recommendations by the Central govt, the pay scales\textsuperscript{93} for officers and JCOs/OR have been revised and the same are indicated at Table - 5.1 and Table – 5.2 respectively.

<table>
<thead>
<tr>
<th>Ser No.</th>
<th>Category</th>
<th>Pay Band (post-6CPC)</th>
<th>Grade Pay</th>
<th>MSP</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Lt or equivalents</td>
<td>PB –3 (15,600-39,100)</td>
<td>5,400</td>
<td>6,000</td>
</tr>
<tr>
<td>2.</td>
<td>Captain or equivalents</td>
<td>15,600-39,100</td>
<td>5,400</td>
<td>6,000</td>
</tr>
<tr>
<td>3.</td>
<td>Major or equivalents</td>
<td>15,600-39,100</td>
<td>6,600</td>
<td>6,000</td>
</tr>
<tr>
<td>4.</td>
<td>Lt Colonel or equivalents</td>
<td>PB-4(37,400-67,000)</td>
<td>7,600</td>
<td>6,000</td>
</tr>
<tr>
<td>5.</td>
<td>Colonel or equivalents</td>
<td>37,400-67,000</td>
<td>8,700</td>
<td>6,000</td>
</tr>
<tr>
<td>6.</td>
<td>Brigadier or equivalents</td>
<td>37,400-67,000</td>
<td>8,900</td>
<td>6,000</td>
</tr>
<tr>
<td>7.</td>
<td>Major General or equivalents</td>
<td>37,400-67,000</td>
<td>10,000</td>
<td>6,000</td>
</tr>
<tr>
<td>8.</td>
<td>Lt General or equivalents</td>
<td>75,500 (fixed)</td>
<td>12,000</td>
<td>6,000</td>
</tr>
<tr>
<td>9.</td>
<td>General or equivalents</td>
<td>90,000 (fixed)</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

\textbf{Table- 5.1 : Pay Scales of Officers}

\textsuperscript{93} Retrieved from http://pib.nic.in/newsite/erelease.aspx?relid=42157
<table>
<thead>
<tr>
<th>Ser No.</th>
<th>Category</th>
<th>Pay Band (post-6CPC)</th>
<th>Grade Pay</th>
<th>MSP</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Sepoy or equivalents</td>
<td>PB –1 (5,200-20,200)</td>
<td>2,000</td>
<td>2,000</td>
</tr>
<tr>
<td>2.</td>
<td>Naik or equivalents</td>
<td>5,200-20,200</td>
<td>2,400</td>
<td>2,000</td>
</tr>
<tr>
<td>3.</td>
<td>Havildar or equivalents</td>
<td>5,200-20,200</td>
<td>2,800</td>
<td>2,000</td>
</tr>
<tr>
<td>4.</td>
<td>Naib Subedar or equivalents</td>
<td>PB-2 (9,300-34,800)</td>
<td>4,200</td>
<td>2,000</td>
</tr>
<tr>
<td>5.</td>
<td>Subedar or equivalents</td>
<td>9,300- 34,800</td>
<td>4,600</td>
<td>2,000</td>
</tr>
<tr>
<td>6.</td>
<td>Subedar Major or equivalents</td>
<td>9,300- 34,800</td>
<td>4,800</td>
<td>2,000</td>
</tr>
</tbody>
</table>

**Table- 5.2 : Pay Scales of Other Personnel**

Seeing the wages and fringe benefits admissible post Sixth Pay Commission, the Defence Services have become reasonably attractive. As a result, the numbers of pre-mature applications for retirement have reduced. Moreover, in Defence Services (Army, Air Force and Navy), pension is still admissible after 20 years of service. For others including defence civilians, the provision of pension has ceased post 01 January 2004. For them, in lieu of pension New Pension Scheme (similar to Contributory Provident Fund prevalent in Public Sector Undertakings) has been instituted.

The Govt has announced the constitution of 7th Pay commission for central govt employees headed by Justice A. K. Mathur, so that the revised pay scales can be promulgated on the due date i.e. 01 Jan 2016. Army has also constituted its Pay Cell headed by Maj Gen KK Aggarwal, to finalise its recommendations so that its personnel get their due. This would enable Army personnel to remain motivated for their wholehearted contribution for the security of the nation.