CHAPTER – 9

SOCIAL SECURITY & WELFARE IN EME

9.1 Motivational Factors

In Abraham Harold Maslow’s Need Hierarchy Theory, the two important motivational factors that lead to social security are Safety & Security Needs and Social acceptance/ Affiliation Needs. The safety and security of the officers and JCOs/OR in general, while in service or post-retirement in Indian Army (including the Corps of EME), is relatively better and satisfying. During service, when they are posted in Field/ Counter Insurgency (CI)/ Low Intensity Conflict Operations (LICO), the risk to life increases many fold. But the motivational factor is the realisation/ sense of pride for service to the nation. The insurance cover, job for dependents and gallantry awards besides the martyr status serve as the inspiring tools. The social recognition and esteem, one receives from the society and the nation as brave soldiers and gallant warriors, motivate them to the core. The other motivational factors are:-

(a) Challenging nature of the jobs
(b) Opportunities for display of bravery
(c) Opportunities for serving the motherland
(d) Opportunities for serving in inhospitable terrain and adverse weather.
(e) Adventure activities like mountaineering, horse riding, sailing etc.
(f) Sports and games facilities like hockey, football, basketball etc.

9.2 Family Welfare Activities

In the Indian Armed forces (including the Corps of EME), there are excellent facilities for welfare of the families of the JCOs/OR. For this purpose, an Army Wives Welfare Association (AWWA) was founded on 01 Jul 1966 by the wife of the then Army Chief General G N Chaudhary for the welfare of wives and widows of Jawans. Beginning with one centre at Delhi, it has now become an independent organisation with many centres, spread across the country. AWWA runs Family Welfare Centres, where regular family meets are organised. In these
meets, several self-employment courses like sewing and embroidery, cake & biscuit making, painting and handicrafts, dance & music, English speaking, computer literacy, beauty parlour are run by the professionals at nominal/subsidised fees. These courses help the wives of the jawans to keep themselves busy and look after their children well, while the husbands are employed at frontiers in service of the nation. The products of these centres are sold through AWWA shops/unit outlets. Therefore, these activities also assist them in earning some extra money. In addition to this, AWWA runs many regimental schools where children of the JCOs/OR get quality education besides the lady wives getting employment as teachers. AWWA also runs few centres, where physically handicapped and mentally retarded children are looked after. Moreover, Army runs several engineering, medical, management, nursing, law colleges where the wards of officers/JCOs/OR get preference in admission. Besides, some boys and girls hostels have also been opened where children of war victims/widowers are provided free boarding and lodging.

9.3 Post - Retirement Benefits

The post – retirement benefits for the Army personnel (Officers, JCOs and OR) are reasonably attractive, which are discussed below :-

(a) **Terminal Benefits.** These include the followings:-

(i) Pension

(ii) Gratuity

(iii) Leave encashment

(iv) Commutation of pension

(v) Army Group Insurance (AGI) benefits etc.

(b) **Canteen Facilities.** These include Canteen Stores Depot (CSD) facilities for purchase of grocery items and liquor at concessional rate. This is a very good facility for the army personnel, both serving and retired. The items sold through the canteen are comparatively cheaper as they are exempted from central and state govt taxes. Even the defence civilian employees, who serve in defence organisations get this facility during their service. However, this facility is not extended to them once they retire from
active service. Moreover, the civilians working in defence are not entitled issue of liquor.

(c) **Medical Facilities.** For self, wife and dependents in Military Hospitals, the medical facilities are available even in remote areas. It includes free consultation, diagnosis, medicine and allied services. In army units, there is Medical Inspection (MI) Room, which is manned by a qualified doctor and kitted with essential medicines and common test facilities. In Sub-areas, Areas and Commands; there are big army hospitals. These army hospitals have all medical specialists, like Radiologists, Gynecologists, Surgeons, Orthopedics, Heart Specialists, Pediatrics etc. The hygiene and sanitation of these hospitals is also quite appreciable.

(d) **Preference in Employment.** The Central and State Govts give preference to Defence personnel in various jobs because of their proven discipline and administrative skills. For this purpose, they have earmarked some quotas, against which only retired defence personnel can be employed.

(e) **Preference in Admissions.** There is some quota in most of the educational institutions, where wards of Defence personnel are offered admission.

(f) **Miscellaneous.** In addition to the above benefits, widows and dependents of war victims are given gas/ petrol pump connections, allotment of land and accommodation under Army Welfare Housing Organisation (AWHO) at reasonable rates.

9.4 **Job Security**

Security of job is one of the most important benefits that a person of Defence Forces (including civilian employees) gets compared to his counterparts in the private sector. The private sectors, where comparatively high salaries are paid, are not the first preferred service choice because of the high job insecurity. The employment in the defence sector including the Corps of EME guarantees its employees total job security. During their probation period (for civilian employees
serving in the Defence Forces) of two years (extendable by one year), strict vigil is kept on their performance, conduct and discipline. Once they successfully complete their probation period, they are absorbed as regular employees. Though during their period of employment, there remains enough provision to terminate the services on the ground of gross misconduct, breach of indiscipline and integrity but that has to be proved by a specially constituted Inquiry Committee, where adequate opportunities are provided to the delinquent employee to present his viewpoint. Although the retirement age for different ranks in military service are different, they are provided an option to extend their service by two years in the JCOs/OR rank and by four/ two years on re-employment (for officers up to rank of Colonel and two years for Brigadiers). These extensions/ re-employment options are provided to retain the expertise of retiring personnel for longer periods. In the officers’ cadre, this scheme helps to certain extent to offset the large deficiency in the lower ranks of Lieutenants, captains and majors. Table – 9.1 presents a tabular data for the retirement age and extension/ re-employment granted to Army personnel.

<table>
<thead>
<tr>
<th>Ser</th>
<th>Rank</th>
<th>Pensionable Service</th>
<th>Retirement</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td>Years</td>
<td>Extension (in years)</td>
</tr>
<tr>
<td>(a)</td>
<td>Sepoy</td>
<td>20</td>
<td>02</td>
</tr>
<tr>
<td>(b)</td>
<td>Naik</td>
<td>22</td>
<td>02</td>
</tr>
<tr>
<td>(c)</td>
<td>Havaldar</td>
<td>24</td>
<td>02</td>
</tr>
<tr>
<td>(d)</td>
<td>Naib-Subedar</td>
<td>26</td>
<td>02</td>
</tr>
<tr>
<td>(e)</td>
<td>Subedar</td>
<td>28</td>
<td>02</td>
</tr>
<tr>
<td>(f)</td>
<td>Subedar-Major</td>
<td>32</td>
<td>02</td>
</tr>
<tr>
<td>(g)</td>
<td>Officers upto rank of Colonel and Brigadiers&lt;br&gt; -</td>
<td>Re-employment&lt;br&gt; 4</td>
<td>-</td>
</tr>
</tbody>
</table>
9.5 **Medical Security**

Medical Security is the other big motivational factor for the personnel of Armed Forces (including defence civilian employees). During service, personnel of Defence Forces get excellent medical facilities free of cost. This facility is for the self, wife, unmarried sons and daughters and other dependents. The facilities at unit level are in the form of Medical Inspection (MI) rooms, which provides free consultation and medicines. Thereafter it is referred to Military Hospitals (MH) and Command Hospitals, where all types of medical specialists, diagnostic and treatment facilities (including surgery) are available free of cost. For transportation of the patients, ambulance services are available. The civilian employees, on the other hand, are covered by the Central Government Health Scheme (CGHS), where various dispensaries, hospitals and nursing homes provide the medical cover to them and their families at a very nominal monthly deduction.

During post –retirement period, the retired defence personnel are covered by Ex-servicemen Contributory Health Scheme (ECHS). This is a contributory scheme which has been introduced in the Army for all ranks who have retired / are retiring on or after 01 Apr 2003. Under this scheme, lifelong medicare is provided against an one-time payment of some money for all ex-servicemen in receipt of pension as also to dependents including wife / husband, legitimate children and wholly dependent parents. For retired civilian personnel too, CGHS facility is again extended against an onetime payment of some money. The one time contribution to ECHS is as reflected in **Table – 9.2**.

<table>
<thead>
<tr>
<th>Pension (Un-commuted Basic Pension + Dearness Pension)</th>
<th>One time Subscription</th>
</tr>
</thead>
<tbody>
<tr>
<td>Up to Rs. 3000/-</td>
<td>1800/-</td>
</tr>
<tr>
<td>Between Rs. 3001 to 6000/-</td>
<td>4800/-</td>
</tr>
<tr>
<td>Between Rs. 6001 to 10,000/-</td>
<td>8400/-</td>
</tr>
<tr>
<td>Between Rs. 10,001 to 15,000/-</td>
<td>12,000/-</td>
</tr>
<tr>
<td>Rs. 15,000/- and above</td>
<td>18,000/-</td>
</tr>
</tbody>
</table>

**Table - 9.2 : ECHS Contribution**
Retired personnel joining the scheme will forfeit the medical allowance of Rs. 100/-PM presently admissible to them and those who do not join the scheme would continue getting medical allowance as hitherto fore. The scheme would cater for medicare to the ESM by establishing Armed Forces Polyclinics and Augmented Armed Forces Clinics at 227 stations spread across the country.

The deduction of contribution by PCDA (P) Allahabad is being done in PPOs from gratuity wef May 2003. Those persons, in whose respect ECHS contribution has not been made in PPO, are reqd to deposit this contribution through MRO in the nationalised banks, in favour of Controller of Defence Account concerned. The application form have been provided by Central Organisation ECHS, Room No 278A, South Block, AG’s Branch, Army HQ, New Delhi to all concerned HQs. The form is also being hosted on Website www.indianarmy.nic.in.arechs.htm and on Army Internet (AG’s Branch). In addition to the above, Workmen Compensation Act 1923 is applicable to the defence personnel (including civilian employees). Under this Act, monetary compensation is provided by the government for the following:-

(a) Any injury resulting to partial or complete, temporary or permanent disablement including deaths, sustained during the period of employment.

(b) Occupational diseases (like asthma, lung infection, blindness or hearing impairment etc) contracted due to nature of the job.

In addition to the above, various other welfare measures have been initiated. These include better promotional avenues, automation, help line, establishment of pension cell and resettlement assistance etc.

9.6 Promotion of Subedars to Sub Majors

Till Departmental Promotion Committee DPC-2006, two Subedars were considered against one vacancy of Subedar Majors. This policy led to approx 82% of Subedars retiring every year, without even getting a single look for the promotion to the coveted rank of Sub Maj. To ensure that every Subedar gets at least one look in the DPC before retirement change in the policy has been approved by taking complete batch of substantive Subedars of a calendar year in
the DPC irrespective of number of vacancies. As per existing policy change in the size of batch by a DPC has to be implemented in the second/ subsequent DPC. This change was made effective from DPC 2007.

To meet the promotional aspiration of the JCOs/OR and to encourage two-way communication, the seniority rolls of JCOs/OR have been displayed on the Army Web. Seniority roll of Naiks have also been made.

9.7 Amendment to Record Office Instruction 01/2006

Based on views solicited from the environment, amendments to EME Record office instruction ROI 01/06 have been issued to bring in further transparency on all issues of provision of EME manpower to field army, JCOs/OR postings and to meet the aspirations of JCOs/OR by efficient management of their service profile.

The consolidated and reviewed EME ROIs, superseding all previous ROIs, have been published in three volumes and distributed to the environment. This will facilitate efficient administration at the unit level.

To further streamline the grant of choice postings and to make the system fair and transparent at EME Records, an exhaustive Standard Operating Procedure (SOP) has been issued\textsuperscript{133} on the subject. Subsequently these Choice/Compassionate posting boards are held every month.

9.8 Automation of EME Records

100% data validation and overall 70% automation has been completed. Various activities in connection with electronic documentations of JCOs/OR such as sheet roll upgradation, enrolment, manpower planning, promotion, posting, ACRs, pension and effective and non - effective records are being maintained in Records software ARPAN 2. ARPAN 3 software trials are under progress and the same is likely to be released shortly. EME Records website and a HRM Node has been established at 1 EME Centre, Secunderabad to facilitate JCOs/OR to view

\textsuperscript{133} EME Records, SOP, Letter No B/12300/P/MP-B/EME Pers,12 Sep 2007
valuable information on Army Intranet. HRM Node established at 1 EME Centre is functional to assist Commandant 1 EME Centre and OIC EME Records in efficient management of EME manpower.

9.9 Grouping Policy

Grouping policy envisages association of skilled tradesmen with units maintaining low population high tech equipment. Presently personnel trained on 43 high technical equipment/ weapon systems are grouped with the various units. A total of 3489 EME JCOs/OR are included in the grouping policy and deployed in 535 repair points. Present policy requires holistic examination with the requirements of engineering support as also the HR facets. There are three categories of the people under grouping policy. They are Associated, Knowledgeable and Super specialists. These personnel keep on rotating on the equipments of their specialisation to develop and sustain the skill level.

9.10 Improvement in Release Drill

The complete Release drill of 20 days (excluding Sundays & Holidays) is conducted to ensure smooth release of JCOs/OR. The release action starts with the issue of retirement order by EME Records twelve months in advance. All retirees report to EME Depot Battalion by 3rd of every month along with their final pension documents. During Release Drill feeding of individual data is done in release software followed by publication of Release DO Part II Order and forwarding part cases to PAO (OR) EME with supporting documents for settlement of queries raised by PAO(OR) EME. The other activities done to help the retirees are preparation of discharge book, issue of draft Final Statement of Accounts, distribution of Pension Payment Order, Army Group Insurance Fund cheque and Ex-sevicemen(ESM) contributory health scheme Card.

All Pre Mature Retirement (PMR) cases report to EME Depot Battalion by 18th of every month. The entire process of release drill as applicable to a regular retiree is compressed to 10 working days. An average of 85 JCOs/OR report every month and more than 1000 PMR cases of EME are handled in a year. Some of the actions taken to improve the above system of release are:-

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(a) **ESM Helpline.** ESM helpline is an endeavour to monitor problems of ex-servicemen. All problems raised by ESM through letters are recorded and followed up till problem is resolved.

(b) **Issue of Welcome Booklet.** A detailed welcome letter booklet is dispatched to the retiree well in advance, so that he is well prepared before he arrives at EME Depot Battalion.

(c) **Feedback.** A regular feedback from retirees and feedback to senior EME officers is given on the problem areas. The changes in policy affecting the retirees are promptly disseminated to them.

(d) **Liaison With CDA Pensions and AGIF.** To avoid delay in issue of Pension Payment Order (PPO) and the AGIF Maturity Cheque, regular correspondence is made with the Defence Liaison Cell at CDA Pensions Allahabad and AGI Cell respectively.

### 9.11 Resettlement of EME Retirees

An average of 1000 JCOs and 4000 OR retire from service every year from the Corps of EME. Almost all these retirees fall in the age group of 35 to 50 yrs. To avoid colossal waste of their expertise & experience, EME Depot Battalion facilitates them with a second career, so that they can continue serving up to 60 yrs of age. Communication skill courses for retirees are being run every month. Each course has strength of 50 retirees with duration of 4 weeks. Following Lectures are being conducted for the retirees:-

(a) Various lectures are conducted on Second Career, Goal setting, Interview skills, Mock Interviews, Lecture on civil environment, Resume Writing, Communication Skills, Decision Making, Time and Stress Management.

(b) Lectures on use of Internet, e-mail & job search; Job seeking & avenues available for second career.

(c) Lecture on personal finance, investment options, small savings, risk management by experts.
(d) Lecture on post retirement adjustment in civil society & various facilities provided by state & central govt.

A webportal www.emeexservicemen.com was designed and launched on 12 Feb 2011 for better interface between corporates, EME Resettlement Cell (RC) and Job aspirants enabling them to view available talent with skill sets, post jobs and post queries to EME RC. To connect veterans, Mother units, EME Records, PAO(OR), all National, State and Independent Facilitators & EME Directorate on a common platform, a webportal www.projectsahayta.com with IVR system was launched on 21 Sep 2012. It has an apt query / grievance and assistance module operating within the webportal for quick dissemination of information and grievances to all concerned. Consequent to establishment of Sahayata website by EME Depot Battalion, EME ex-servicemen can now lodge their complaints online/IVRS. The problems are then resolved by EME Records/PAO(OR) EME on priority and the response is given to the individual. Even the job offers by corporate sector are also offered through this portal.

It has been the endeavour of the Corps that retiring JCOs/OR should not leave the Depot Batallion without having been issued with the Ex-servicemen Contributory Health Scheme (ECHS) Cards. With the initiative taken by EME Depot Battalion and EME Records, it has been possible to issue ECHS cards to 90% of the retiring JCOs/OR.

9.12 Recommendations

Improvement in Quality of Intake of Soldier (Tech). The equipment profile in the Indian army has undergone transformation with the induction of the state-of-the-art weapon systems which are complex and multi-disciplinary. This trend would continue with the rapid proliferation of technology and puts a greater demand on the technical threshold and skill level of Craftsmen. The rapid transformation in technology on one hand and the matching increase in the quality of intake of recruits on the other are not taking place at same pace which is a point of serious concern as it will have direct impact on the engineering support potential of the corps of EME. To improve the quality of intake of Sol (tech) cat the following recommendations have been forwarded to AG’s Branch:-
(a) **Change in Sequence of Screening Test.** Changes in the Selection Process of Recruitment shall be revised by taking common entrance examination prior to physical fitness tests.

(b) **Enhancement of Education Standard.** Recommendations for intake education standard for Soldier technical category is 10+2 PCM, 50% overall marks with min 40% in each subject or three years Diploma in Engineering and for Soldier Tech (Avn) Cat is 10+2 PCM, 55% overall marks with minimum 45% in each subject or three years Diploma in Engineering. These recommendations have been made to meet the essential requirement of minimum technical threshold.

(c) **Selection on All India Merit.** The selection is to be made on all India merit basis as in the case of Navy/ Air Force. It needs to be delinked from the Recruitable Male Population Factor for Sol (Tech) cat, in consonance with the CAG’s recommendations.

**Auto-extension of Service by Two yrs.** Screening for extension of service by two yrs should be abolished and JCOs/OR be allowed to serve up to maximum age limit in respective ranks as in case of Officers. This would offer following benefits:

(a) Services of trained & experienced manpower will be utilized for a longer period, thus reducing the financial burden on the State.

(b) JCOs/OR at the verge of retirement have pressing social commitments like marriage/higher education of children, construction of house etc. Allowing them to serve up to max age limit will benefit them.

(c) Obviate uncertainty in recruitment demand, since exact wastage data computation will be feasible. A meaningful second career for the JCOs/OR is a much felt need. In-house study for improvement of efficiency and
effectiveness of EME resettlement cells was carried out to look into all issues holistically. Salient recommendations are:-

(i) Career transition courses are conducted in field army.
(ii) Establishment of Zone wise Career Management Centre.
(iii) To improve the efficiency on-line registration of the JCOs/OR for second career is done on Sahayata website.

**Work Environment.** We need to focus on Work environment which plays an important role on the employees’ productivity and motivation. Frederick Herzberg hygiene or job context factors come under this category, which include the following :-

(a) Physical working conditions; like light, ventilation, cleanliness, water, sanitation, safety provisions etc.
(b) Entitled ration to combatants.
(c) Just and equitable pays and perks.
(d) Fair and transparent organisational policies.
(e) Healthy and collaborative inter-personal relations.
(f) Quality of administration and supervision.
(g) Job security etc.

The above (except entitled ration) are guaranteed to the defence civilian employees too. The congeniality of work environment should be ensured by constant monitoring by the Works Committees and Joint Consultative Machineries (JCMs) in the units/ Army Base Workshops.