CHAPTER 19

PRIORITIES FOR ACTION AND COPING STRATEGIES
19. PRIORITIES FOR ACTION AND COPING STRATEGIES

19.1 Having gained a detailed insight into the subject of "Management Of The Changing Scenario Of Ethical Environment In The Indian Army" the stage now is set to state priorities for action and evolve coping strategies. This will be done by analysing the issues chapter wise.

Ethos of the Armed Forces

19.2 Following solutions are recommended:

19.2.1 Lateral avenues for officers both in the government organisations and corporate sector who have not made the grade for promotion have to be created by the government. This will help reduce major problem of careerism and sycophancy in the Army.

19.2.2 Concerted efforts on part of the government to encourage the corporate world through agencies such as FII about the advantages that will accrue to them in absorption of those officers who do not find a place in the steep hierarchical system of the Army. The same would go to for all those personnel below officer rank who retire at a comparatively young age.

19.2.3 Major improvement in the field of welfare of troops such as provision of family accommodation, schooling facilities, greater incentives for higher education, separate pay commission for the Army and an assured full career up to the age of 58.

19.2.4 Major initiatives by the government to restore the prestige of the Armed Forces by measures such as reverting to pre-independence order of precedence in government official hierarchy.

19.2.5 Introduction of classes on subject of ethics in school/colleges which must be made a compulsory subject.

19.2.6 Constant endeavour by CO and Cdr at various levels to create an
environment of self example in order to reorient the officer cadre towards the Chetwodian Motto which essentially means service before self.

19.2.7 Initiatives need to taken by topmost hierarchy to stem the declining ethical standards in the Army. Taking the lead by personal example is the best way out of this muddle.

19.2.8 Constant endeavour by the government and the Army through agencies such as DAVP to educate the citizens of the country to treat soldiers and their dependants with compassion when they proceed on leave to their home stations.

19.2.9 Training of junior leadership in the art of handling the media to prevent negative reporting of incidents particularly in C I environment. Teams from govt/private media management institutes to visit formations for short capsules especially in insurgency prone areas.

19.2.10 Delegation of authority to junior leadership to interact with the media to project incidents in the correct perspective.

19.2.11 Constant endeavour of CO and Cdr at various levels to educate all ranks about the importance of core values of the Army. It should be made compulsory for all CO to deliberate on this in sainik sammelans.

19.2.12 Effective motivational processes to be put in place by CO which would encourage development of value systems in their domain. He can do so by personal example of austerity and spartan life style.

19.2.13 Major initiatives to be undertaken by the senior most hierarchy which would indicate to the environment that they do give precedence to the importance of development of ethical environment as much as issues of strategic in nature. Frequent references be made on this subject in magazines of mass circulation such as sainik samachar.

19.2.14 Training institutions in the country need to lay major emphasis of development of character of cadets and trainees vis-à-vis emphasis on other training subjects. The subject of ethics must become part of the Key Result Areas of the training directives of such institutions.
19.2.15 Command at all levels in the Army need to ruthlessly enforce the military's strict code of conduct to prevent the negative influences of the chaotic state in the society take a toll on the rank and file in the Army. This can be done through the medium of roll calls, sainik samellans and written literature in unit libraries.

19.2.16 To attract the best talent to the Armed Forces there is a need to reorient the publicity campaigns wherein major emphasis should be laid on the quality of life provided in the Armed Forces.

19.2.17 To prevent careerism and sycophancy and to instil confidence in the system major initiatives need to be undertaken by the senior most hierarchy to strengthen the system of checks and balances such as the reporting officers and senior reporting officers.

19.2.18 Apart from opening lateral avenues for those officers who have not made the grade the senior most hierarchy needs to formulate policies whereupon firstly, the environment is sensitised and secondly, additional avenues within the organisation are created which can provide job satisfaction to such individuals.

19.2.19 The directing staff in training institutions need to be trained to ruthlessly curb traits of sycophancy amongst cadets and recruits. Those unable to do so should be transferred out of such establishments.

19.2.20 Systems need to be devised and put in place wherein men in authority at all levels are put under the scrutiny of ethical compass in both formal and informal manner.

19.2.21 Major emphasis need to be laid on the aspect of training for audacity in academies. The character quality of courage to take risks and accept responsibility need to the developed with much greater intensity. This will to a large extent reduce the no mistake tendencies amongst the men in command in the Army.

19.2.22 The development of character in training academies has to take precedence over physical, technical and tactical training. This should be reflected in training directives and through the medium of journals of concerned institutions.
19.2.23  The CO and Cdr need to devote greater time to prevent damage which is being caused by materialism and expediency. Regular interactions between officers and men is required today, constraints notwithstanding.

19.2.24  The CO need to develop a climate of spartan environment in their units by setting personal examples.

19.2.25  The system needs to be firm with those officers who have a tendency of greater interaction with politicians and bureaucrats.

19.2.26  Abuse of power can only be reduced by men of character in senior hierarchy who can do so by setting personal examples.

19.2.27  An environment needs to be created by the senior hierarchy wherein genuine mistakes by subordinates in their attempt to live up to the codes of conduct and core values need not only to be condoned but their efforts appreciated in a tangible manner.

19.2.28  A constant introspection must be carried out by Cdr at various levels about the prevailing dichotomy between their own precepts and practices.

19.2.29  It needs to be understood by all CO and Cdr that the path to perfection is laden with obstacles which should not deter their quest to create a healthy ethical environment in their units and formations. Senior officers in their talks to officers must make mention of this aspect.

19.2.30  There is a need to enforce stringent standards of psychological qualitative requirements during the stage of selection process for cadets. The staff of the Services Selections Board need to be sensitised by the Defence Institute of Psychological Research (DIPR). It is also applicable to recruiting organisations which need to be guided by the Recruiting Directorate.

19.2.31  The senior hierarchy needs to initiate policies and measures whereupon the deficiencies in the organisation system are removed and that the system is capable of correcting acts of aberration automatically.
19.2.32 The tendency for over concern for image by the Army needs to be curbed by the senior most leadership.

19.2.33 The tendency on part of certain officers not to remain command for more than 1-1 1/2 years need to be ruthlessly dealt with. The Colonel Commandants and the Military Secretary Branch should monitor such tendencies.

19.2.34 In spite of constraints, CO need to take personal interest in grooming of YO when they join their units. Grooming of the YO must not be dispensed with under any circumstances and formation Cdr must ensure this.

19.2.35 The performance appraisal system in the Army needs to be more transparent especially at the level of reporting officers.

19.2.36 Assessment of the ratee as applicable, to be done on daily basis which should be transmitted on line to applicable Headquarters up the channel including the Military Secretary branch at the Army Headquarters. This will ensure fair reporting of ratees with consistency. As per the existing system, on one particular day of the reporting period, the fate of an officer is sealed. This gives scope and rise to personal preference, prejudices and unethical behaviour at all levels.

19.2.37 There are a number of orders and instructions in place for expeditious disposal of grievances. In practice there is a lot more which can be done to make the system respond faster with greater levels of transparency.

19.2.38 For long-term sustainability of sound ethical environment in the Army a holistic approach is required on the issue wherein it is understood by the mandarins of power in the Army that it indeed is a long-term process.

19.2.39 Ethical behaviour of the ratee must be specifically reported upon in specifically earmarked columns of confidential reports of all categories of personnel in the Army.

Interpersonal Relationships and Communication

19.3 Following solutions are recommended:

19.3.1 The CO and Cdr at various levels need to create a greater transparency in
their functioning especially in those areas which affect the daily life of officers and men. Matters of routine administrative requirements should not be clouded in secrecy – participation of men in unit administrative affairs be increased.

19.3.2 Each CO and Cdr have their own styles of command. While they can be no uniform methods of style of command what needs to be borne in mind by the CO and Cdr that their style of command should not be so overbearing that it inhibits development of effective communication channels in the unit.

19.3.3 Leadership at various levels as commensurate to the requirements of their appointment need to interact at greater levels with the men as was done decades ago by their predecessors.

19.3.4 The CO need to put in greater emphasis on accessibility of information by the rank and file on routine administrative issues of the unit.

19.3.5 CO have the personal responsibility towards their command to create genuineness in the channels of communication of their units for achieving the larger aim of growth of ethical environment in their domain.

19.3.6 The system of feedback in the units in the Army needs to be reinforced and invigorated at regular intervals. CO must cross check at random genuineness of feedback.

19.3.7 CO must ensure that their deeds match their words.

19.3.8 CO must develop the quality of forthrightness in their command.

19.3.9 Communication skills as an effective modern management tool need to be developed amongst CO and future Cdr.

19.3.10 The tendency on part of Cdr at various levels to micromanage affairs of the battalion needs to be curtailed.

19.3.11 Inflexible approach of the CO towards strict adherence to formal channels of communication in the unit needs to change in accordance with the changing times.
19.3.12 Small capsules on ‘Communication Skills’ for a duration of 2-3 days per formation per year need to be organised by the specialist teams from the College of Professional Military Ethic/College of Defence Management. Decentralisation of skills of communication needs to take place to the level of junior leadership. These specialist teams at end of capsules will also train and select personnel who would further spread the knowledge. Thus a chain reaction would ensue. In this connection also refer to Paragraph 19.12.2.i.

Idealism Vs Ground Realities

19.4 Following solutions are recommended:

19.4.1 The CO and Cdr at various levels need to devise innovative means to revitalise the code of ethics as propounded by Lord Field Marshal Philip Chetwode which states nation first, soldier next and self the last.

19.4.2 The fears and apprehensions of rank and file of being increasingly employed for the ‘trouble within the State’ need to be allayed by constant interaction with them. At the same time the top hierarchy needs to take stand with the civil administration and not be brow-beated into submission.

19.4.3 All leaders must propagate idealism with a realistic approach.

19.4.4 The government must put effective mechanisms in place wherein the civil administration is duty-bound to look into the welfare of war widows and dependence of deceased soldiers. The confidential reports of government officials right from local level to Collector to District Magistrate and beyond must make a provision of this aspect.

19.4.5 The CO and Cdr have the onerous responsibility of ruthlessly sidelining the conformist and the opportunist in their systems.

19.4.6 The training institutions in the Army need to lay greater focus and emphasis on motto of their academies as also the core values systems of the Army. It is easier for a young man to imbibe such values as later on in service he tends to *fall in line* with the majority.

19.4.7 The aim of CO and Cdr should not be on rigid adherence to the core values
per se but on rewarding of genuine attempts by their subordinates to reach such values. Any shortfalls thereafter should be fully acceptable. Efforts on part of certain individuals to propagate that the core values should be modified to suit changing times need to be ruthlessly curbed.

19.4.8 The increasing trend of the rank and file towards materialism and comforts of life needs to be handled by the CO and his team in a mature and scientific manner so that they focus on codes of conduct and that the value systems are not diluted.

19.4.9 The increasing trend of institutionalising deviations from standard codes of conduct needs to be ruthlessly curved by the senior hierarchy.

19.4.10 In training academies especially the officer training academies the directing staff, needs to be trained and focused in handling of the smart ones who continuously attempt to hoodwink the system. It is these young boys who later on in service will scoff at the tenets of idealistic codes of conduct by displaying brazenly to the system the advantages and comforts of being practical. The Directing Staff needs to be trained in human resources management skills wherein they change mindset of such cadets in a subtle manner. The aim of the exercise should be to channelise the energies of 'smart cadets' to constructive endeavours.

19.4.11 The media have brought out instances of senior officers falling prey to imprudence for worldly attractions which only goes to show lack of sound ethical moorings and the inefficacy of checks and balances in the system. It is therefore recommended that constant exposure to idealistic codes of conduct in a subtle manner to the senior hierarchy be carried out.

Chapter 8-Forthrightness In The Army

19.5 Following solutions are recommended:

19.5.1 Forthrightness as a vital character quality needs to be developed and instilled vigorously amongst cadets and recruits in training academies. This can be done by various rewards such as honouring forthright cadets with appointments.

19.5.2 Forthrightness as a character quality will develop in units and formations once there are lateral avenues available in the organisation. Therefore there is all pervasive need at the highest levels to develop lateral avenues.
19.5.3 Forthrightness can only flourish once the Cdr and CO develop a healthy climate of free expression as commensurate to the norms of service.

19.5.4 CO and Cdr need to undertake measures in their domain to curb tendencies of sycophancy and servility in their units and formations.

19.5.5 The style of management of CO has to change to participative form of management wherever feasible to allow the quality of forthrightness to develop in an unhindered manner.

19.5.6 Men of impeccable character need to be developed in the Army who do not construe openness of views as acts of defiance to their authority.

19.5.7 CO must develop a climate wherein the rank and file are convinced that words of the men in authority match their deeds.

19.5.8 CO and Cdr need to ruthlessly sideline opportunist and timeservers and prevent them from reaching places of importance where they would do incalculable damage.

19.5.9 The senior most hierarchy needs to institute adequate safeguards to protect the forthright.

19.5.10 There should be a separate column in CR to indicate an officer’s penchant for forthrightness.

19.5.11 There should be special awards for originality in thought, enterprise and offbeat solutions to the professional problems.

19.5.12 The formation Cdr must actively intervene wherever there is excessive centralisation of authority in units.

19.5.13 There is a need to develop in the CO and Cdr the quality of forthrightness in performance evaluation of their subordinates. This must be emphasised upon in the training directives.

19.5.14 The development of quality of courage in the soldier needs to be given precedence as compared to technical and tactical competence.
19.5.15 Major initiatives to curb tendencies of flaunting of rank needs to be initiated at all levels in the Army.

19.5.16 That is an urgent need to reinstitute measures for grooming of the YO at the unit level in spite of all constraints.

Chapter 9-Ethical Imperatives of Military Obedience

19.6 Following solutions are recommended:

19.6.1 Change in the education system of our country is warranted wherein the emphasis has to be on obedience and order. The Ministry of HRD needs to the issue guidelines to educational institutions to incorporate in their curriculum subjects such as value systems which must be made compulsory and which must form an intrinsic part of the overall grade of the candidate.

19.6.2 Obedience to orders due to self-interest need to be checked well in time. The onus of correcting the system rests with the Cdr and CO.

19.6.3 A healthy group life must be maintained by officers to elicit obedience from the rank and file.

19.6.4 The senior hierarchy of the Army needs to initiate measures to curb autocratic attitude of CO and Cdr which promotes only frustration and disobedience to orders and which does not have the whole-hearted support of the rank and file.

19.6.5 Training in academies must be aimed at integrating the habit of discipline and obedience without supervision. The Directing Staff need to trained and directed to develop this habit amongst cadets/recruits.

19.6.6 Leaders at all levels in the Army need to develop an environment where there is a gradual shift from mere consent to orders to thoughtful consent to orders.

19.6.7 The CO and Cdr need to develop the habit of obedience from the rank and file based on respect rather than fear.

19.6.8 CO and Cdr at various levels need to create an environment and encourage the habit of obedience from within.
19.6.9 There is a need to develop charismatic and upright leaders whose very presence brings out implicit obedience from men.

**Chapter 10-Officer Man Relationship**

19.7 Following solutions are recommended:

19.7.1 A greater level of interaction is required by Cdr with the troops of their battalions.

19.7.2 For effective officer man relationship the cadre of JCO in the Indian Army must be done away with.

19.7.3 Informal talks and contacts must increasingly replace written exhortations at various levels in the Army.

19.7.4 The soldier needs to be kept informed with suitable literature, personal talks and screening of specially prepared documentary films on the subject. CO and Cdr need to carve out time for such activities.

19.7.5 There is a need to reinforce and reinvigorate welfare services at the lowermost level to maintain and enhance high morale.

19.7.6 The government needs to create a sense of awareness in civil administration about the importance of speedy actions to solve administrative and domestic problems of service personnel (refer Paragraph 19.4.4).

19.7.7 To get optimum results out of the human resource, the organisation of duties and functions at unit level must be done skilfully by application of modern management techniques.

19.7.8 The CO need to emphasised upon that human resources in their battalions must seen in the context that all men have individual abilities, limitations, characteristics, emotions, etc.

19.7.9 Genuine efforts need to be initiated at the macro level for Cdr to understand that men require motivation, satisfaction, rewards, inspiration and consideration.
System of awards needs to be formalised and instituted at the level of Brigade Cdr itself.

19.7.10 Unnecessary supervision which curbs initiative and originality needs to be controlled and curtailed in units.

19.7.11 Relationship between officers and men will have to be based on co-action and not coercion.

19.7.12 Traditional customs and practices based on domination will have to be discarded and replaced by participation leading to integration.

19.7.13 Greater emphasis should be on needs of men such as prestige, recognition, authority, responsibility and progress.

19.7.14 It must be understood by all leaders that the awareness level of men has increased, so has their ability to think and question. Therefore the men must be treated accordingly and not bulldozed in passage of orders. However decision once taken must be implemented.

19.7.15 A greater level of patience and tolerance needs to be developed by Cdr at various levels.

19.7.16 The YO on joining the unit must be made to understand their men well. This is in addition to training for technical skills.

19.8.17 CO need to make conscious efforts to reduce levels of stress by innovative means.

19.7.18 Greater involvement of the officer cadre in the man-management of men in spite of constraints of shortage of officers and time.

19.7.19 The leadership today has to show greater tolerance and take pains in explaining the rationale behind the instructions.

19.7.20 Style of management in the Army has to be in following manner:

   (i) Participative – minimum level of CO and upwards.
(ii) Democratic – level of subunit Cdr.

(iii) Mix of autocratic and participative for the junior leadership.

19.7.21 Due to increase in the level of education of the young soldiers it is essential to train the junior leadership and not underestimate the mental calibre of a subordinate.

19.7.22 Modern management techniques need to be introduced into the Army at the macro level.

19.7.23 Regular visits and lectures by team of specialists from the Defence Management Institute in the Army to formations to spread the knowledge of modern management skills.

19.7.24 The soldiers and the junior leadership need to be given more latitude in day-to-day management practices of the units.

19.7.25 The CO and Cdr need to be sensitised about the difficult aspect of the command and i.e.; performance appraisal of subordinates which must be carried out diligently by them howsoever unpopular it might be.

19.7.26 The officer cadre needs to look deeply into the basic requirements of psychological and spiritual needs of soldiers.

19.7.27 The men in authority in a unit need to be constantly in touch with the rank and file to monitor any disturbing trends due to negative influences of the society.

19.7.28 Flaunting of rank inhibits development of effective officer man relationship, therefore there is a need for the senior hierarchy to look into this aspect.

19.7.29 The individuality of men needs to be valued by the CO and suitably put on the overall canvas of prosperity of the unit.

19.7.30 As it is said that the true and sound officer man relationship is based on trust and faith, and for this to happen the onus primarily rests with the CO and his team of officers.
19.7.31 The officers need to be educated that in today’s environment that a sound officer man relationship will succeed when there is a greater level of interaction with the men.

19.7.32 The tendency of senior officers to micromanage unit affairs need to be curbed.

19.7.33 The religious teachers in units are underutilised in creation of healthy environment in the unit. They should not be utilised for conduct of religious ceremonies only.

19.7.34 There is an all-important necessity in the units to groom the YO in an intense manner.

19.7.35 Officers need to create environment of innovativeness and participation in a unit routine. For example, the physical training in the morning can have several variations.

19.7.36 Officers must always be in know-how of the pulse of his command. They must act swiftly to root out disturbing trends wherever noticed.

19.7.37 Men do what officers do. In a situation where officers concern themselves with only comforts, one can hardly expect anything else from men. Therefore an officer has to set his own personal example.

19.7.38 A new entrant must be given time to get adjusted to the new culture-pattern of the unit.

19.7.39 Officers must explain to their men that comparison with civilians on issues such as allowances is understandable but there is no question of comparison on issues such as code of conduct, discipline, etc.

19.7.40 Concerted efforts need to be made by local Cdr to improve the living conditions of the men in station.

19.7.41 The officer cadre must ensure that the right man is allotted the right and appropriate job at the right time.
19.7.42 Officers must realise that the ultimate welfare of the soldier primarily is in his personal and professional development.

19.7.43 Continuous efforts must be made by the officers in spite of all constraints to enrich the job content of their men and bring about innovativeness in daily routine.

Chapter 11-The Committed Soldier

19.8 Following solutions are recommended:

19.8.1 Commitment of soldier can only accrue when he is free of psychological and emotional tensions. He and his family need to be personally looked after by the officer cadre who must produce tangible welfare measures for the men and families especially since the joint family system has eroded.

19.8.2 The government in power must sparingly use Army in aid to civil authorities and internal security duties. By interaction with the bureaucracy, senior officers must ensure that Army is not used frivolously to sensitise them on the ill effects of increasing use of Army in such activities.

19.8.3 Commitment of superseded personnel in the Army can only be ensured in two ways, firstly by creating lateral revenues and secondly to find suitable slots for such personnel which befits the rank and service and which gives them meaningful job satisfaction. Adjustment of such officers in regiments/battalions is not advocated.

19.8.4 Commitment from the rank and file from within can only be ensured once they are convinced of the cause. Therefore leadership needs to undertake measures to reemphasise the importance of core values and value systems.

19.8.5 Individuality of men is on the rise which needs to be carefully handled by the leadership and moulded in such a form that it benefits the organisation.

19.8.6 Leadership at various levels need to be made aware that commitment rather than obedience is the ultimate mode of military obedience.

19.8.7 Leadership should be of such high calibre and character that it encourages commitment to the cause rather than commitment to superior officer.
19.8.8 The leadership at the macro level needs to undertake measures wherein self esteem needs of rank and file are fulfilled to ensure full commitment from them. This can be achieved by catering to job satisfaction needs of individuals.

19.8.9 The senior leadership needs to take note of wavering commitment to the ethical environment in the Army especially at the senior most level.

19.8.10 Increased propensity of senior leadership to matters other than purely professional needs to be curbed.

19.8.11 High quality of welfare of men in the units ensures a high level of commitment.

19.8.12 High level of commitment towards dependants of the soldiers and martyrs by the civil administration will ensure a corresponding high level of commitment from the soldiers at workplace (refer Paragraph 19.4.4).

19.8.13 Cdr at all level need to motivate their CO to ensure greater level of commitment of the spouses of officers towards the welfare of families of troops.

19.8.14 A major emphasis is to be laid in the Army on training of cadets, recruits and grooming of the YO to ensure high level of commitment during service.

19.8.15 The government also needs to look into the fact that today commitment is also commensurate with remuneration.

19.8.16 There is a need to develop greater number of upright CO and Cdr as it is only these leaders who can encourage selfless commitment to uniform from rank and file.

19.8.17 To ensure high level of commitment from the men, the leadership needs to take care of aspects such as motivation and level of satisfaction of rank and file both physically and psychologically.

**Chapter 12-External Influences on a Soldier**

19.9 Following solutions are recommended:

19.9.1 Maximum efforts to be undertaken by CO and his team of officers to ensure
that wants and needs of soldiers are fulfilled within the constraints of service.

19.9.2 Various pay commissions give inadequate importance to the Army which is the ultimate saviour of the nation. The wide gulf between a soldier and his counterpart in civil has to be narrowed to achieve an appropriate response from him.

19.9.3 Some of the systems which need to be reviewed and revitalised are given as follows:

(i) System of recruiting men for the Army.

(ii) System of training to incorporate increased motivation.

(iii) System of reporting on subordinates at all levels.

(iv) System of promotions.

(v) System of most gainful employment of personnel.

(vi) System of retirement.

(vii) System of post retirement avenues.

(viii) System of automatically re-evaluating various systems periodically to make them dynamic enough to absorb changes.

(ix) The services selection board and other recruiting organisations in the Army must never ever allow lowering of psychological standards in an individual. Shortfall in level of education, physical parameters and even IQ can be developed during service but psychologically deficient individual will cause damage to the moral fibre of the Army.

(x) System of managing superseded officers.

19.9.4 It is only when CO and Cdr practice frugal living that no amount of external influences will affect the rank and file.

19.9.5 Technological upgradation of skills of the rank and file will help raise the morale of troops and commitment.

19.9.6 Defossilisation of mindset of the senior echelons needs to take place to accept the development of changing behavioural patterns in the Army caused by
negative influences both external and from within the organisation.

19.9.7 Military affairs must never be relegated to secondary importance by the State, economic development notwithstanding. Bureaucracy needs to be educated in this regard.

19.9.8 Services must have a fair share of the talent available in the country and should not be relegated to a position of recruiting only those who cannot find a career elsewhere. A major initiative needs to be taken by the government in this regard.

**Chapter 13-The Alienation Syndrome**

19.10 Following solutions are recommended:

19.10.1 The government and the senior echelons of the Army need to devote time on enhancing the social prestige and status of a soldier in the society.

19.10.2 Important welfare aspects like accommodation, leave, travel concessions, protection and assistance to families need to be looked into by the senior hierarchy to ensure full level of commitment from the soldiers.

19.10.3 Officers must make conscious efforts to inculcate a feeling of eliteness amongst rank and file.

19.10.4 The problem of rehabilitation of persons retiring at an early age merits serious attention by the Government and Army. Avenues must be explored in government and private enterprises to suitably rehabilitate this trained manpower resource.

19.10.5 To attract high calibre of troops in the Army it is necessary not only to offer reasonably attractive terms and conditions during their military service, but also to ensure their worthwhile employment after release for the remainder of the normal civilian working span of 58 years.

19.10.6 Social alienation of war widows and disabled soldiers needs to be looked into seriously by the government agencies and the Army as well. Government must
make use of selected NGOs to sensitise the society specially the communities where this section of population resides.

19.10.7 The problem of alienation of the superseded officers in the Army from the mainstream is acute and needs to be attended with seriousness by the senior most hierarchy of the Army (reference Paragraph 19.8.3).

19.10.8 The senior hierarchy needs to take a note of a certain loss of professionalism in military officers especially in the higher ranks as they move closer to the civilian values and becomes less alienated from the parent society.

**Chapter 14-Ethics and Character in Military Leadership**

19.11 Following solutions are recommended:

19.11.1 The senior leadership first needs to acknowledge and recognize the situation of declining ethical wellbeing of the Army.

19.11.2 The higher echelons of Army thereafter need to set personal examples. Nothing will improve if the change does not take place first in this stratum of hierarchy.

19.11.3 All those personnel looking for the shortest ways to success must be ruthlessly dealt with. The ‘smart ones’ need to be identified and moulded at the stage of training in academies.

19.11.4 It is true that Army hierarchy is in the form of pyramid, with lesser and lesser room at the top. A majority of CO cannot make it to next rank, as the vacancies are limited. It is therefore this stratum of officer cadre, which needs maximum attention. Depending on opportunities for use of perks and privileges, the degree of commitment fluctuates. Irrespective of the scenario in which an officer is commanding his unit and irrespective of his future career prospects there can be no compromise to commitment towards uniform one wears.

19.11.5 Leadership is contagious - therefore good leaders must be encouraged and yes men sidelined.

19.11.6 Ethics and character cannot be based on individual Cdr’ personality;
these are universally accepted codes that need to be followed in their original form. It is the responsibility of leadership at various levels that their command is based on such codes.

19.11.7 Prevalence of the zero-error syndrome precludes any possibility of existence of ethics and character in leadership. The solution has already been suggested in this Chapter and that is of creation of lateral avenues.

19.11.8 Leaders must possess in themselves the critical attribute of magnanimity.

19.11.9 Senior echelons must encourage leadership that facilitates growth of initiative and which treats yesmanship with suspicion.

19.11.10 Major emphasis in training institutions has to be on development of character and sound professional values.

19.11.11 The senior leadership needs to exhibit greater transparency at their level.

19.11.12 Tendencies for non ethical use of authority in leadership should be ruthlessly curbed.

19.11.13 Checks and balances over senior ranks to prevent misuse of authority need to be strengthened.

19.11.14 The system needs to be strengthened to protect the interests of upright leaders.

19.11.15 Cdr at all levels must include sound ethical environment as part of their key result areas and make a formal endorsement to that effect in their annual training directives. Reporting of this critical issue must be made by Cdr in units' annual inspection reports.

Chapter 15-Training for Military Ethics

19.12 Following solutions are recommended:

19.12.1 Graduated Approach. The subject of ethics needs to be sold to the target audience in the manner given next.
(i) **Awareness of Problem Related to Ethics.** A large number of officers and men are not very sensitive about ethical issues in personal and professional life. They need to be made aware of issues which have or have the potential of becoming unethical. This is the most important stage.

(ii) **Training to Identify Issues.** Next is to train soldiers and make them capable of identifying ethical issues. This is a deliberate process which involves discussions with practical examples.

(iii) **Analysis of Problem.** Having identified the problem soldiers need to be trained to analyse them in the correct perspective.

(iv) **Generate Personal Interest.** In this stage, the main purpose is to create so much involvement of the individual that he now takes personal interest in the issues. The teaching of ethics will achieve no results unless an instructor fully involves his students. A soldier must be made to think consciously about himself even in difficult and busy situations. He should be able to analyse effects and outcome of his behaviour at workplace.

(v) **Tolerance to Ambiguity.** It is often believed, especially of Cdr and their command in combat situations such as C I operations, that success of mission cannot be achieved with ethical bearings and that conflicts are plenty. The target audience at this stage is to be made aware of existence of ambiguity in ethical decision making and to develop a certain level of tolerance for it. Simultaneously the audience needs to be reassured that progress can still be made and ambiguity reduced. *Tolerance of resistance to uncertainty is the fundamental part of teaching of military ethics.*

19.12.2 **Two Pronged Strategy.** A great deal of overhauling and refinement is needed in teaching of ethics in the Indian Army. Various training institutions have their own set of honour codes and curriculum for ethical training. Broadly, without getting into specific measures at this stage a two-pronged approach would help:

(i) **Primary Ethical Training.** As stated earlier most personnel in the Army are either oblivious of the intricacies of military ethics or show a lackadaisical attitude towards it. Therefore, at the primary stage, training for
ethics should be simple, simulative and succinctly clear. Basic issues and problems need to be addressed to at this stage. Issues to be such that the subject audience could relate to. Specialist teams from College of Professional Military Ethic (refer Paragraph 19.12.6)/College of Defence Management must conduct management capsules in formations for a duration of 2-3 days wherein major emphasis should be on case studies of various situations each having a scope on military ethical dilemmas. The case studies must cater for all levels of strata in the Army. All classes must be interactive in nature. Case studies are also advocated in training academies and institutions.

(ii) **Secondary Ethical Training.** After attaining basic exposure to relevant ethical issues, the rank and file should now be acquainted with difficult real-life situations and a free, frank and purposeful discussion must ensue. The imagination of students should be ignited and be allowed to glow in anticipation. *Ethics is a subject best handled by discussion.* The aim of discussion is to create an awakening amongst the students as to the existence of moral issues concerning their lives and profession and the need to train oneself to broadly face such situations.

19.12.3 In order to make training for military ethics successful specific directives need be given to the instructional staff in training institutions about the following aspects:

(i) Clear laid down goals that are specific in nature and reasonably limited to be spelt out.

(ii) Create a basic minimum level of awareness amongst the cadets about the existence of ethical issues in the Army.

(iii) Train the cadets in being able to identify ethical dilemmas. Equip the cadets with specific skills to be able to analyse ethical problems.

(iv) Stimulate a sense of personal obligation amongst the cadets.

(v) Develop a basic minimum level of tolerance for indistinctness in the
subject of military ethics amongst the cadets.

(vi) Develop in the cadets the habit of self-education.

19.12.4 Education of ethics must start in a vigorous manner in training institutions itself.

19.12.5 Training for ethics must be done by specialists in the field.

19.12.6 There is a need to establish in the Indian Army a **College of Professional Military Ethic**. The aims and objectives of such an institution would be as follows:

(i) Act as a nodal agency on all matters concerning ethical issues in the Army.

(ii) Be established under the aegis of Training Command.

(iii) As a centralised agency design and structure courses of instruction.

(iv) Scientifically design course curriculum for various levels of rank in the Indian Army. Suggested course content is given in **Appendix K**.

(v) The teaching faculty of the College of Professional Military Ethic should comprise of soldier-scholars and civilian scholars on the subject and to be headed by Brigadier/Colonel.

(vi) Design curriculum for all training institutions in the country in a uniform manner.

(vii) All officers approved for the next rank to be made to undergo courses/capsules in the College of Professional Military Ethic.

(viii) Send regular feedback to the **Directorate of Ethical Management (HR)** at the Army headquarters (reference Paragraph 19.12.13).

(ix) Send regular team of experts to training institutions and formations to train instructors on the subject who would further pass the knowledge to rank and file.
(x) The Directing Staff of College of Professional Military Ethic be sent to those Armies for training in Military Ethics especially the US Army where there are a number of scholars and institutions who have done pioneering work on this subject.

19.12.7 Each Academy in the Army must have an Ethics Committee the role of which will be as follows:

(i) It will monitor cadet behaviour not specifically included in the honour code of the Academy.

(ii) It will be an independent body directly answerable to the head of the institution.

(iii) It will constantly be in touch with the environment and give regular feedback to the head of the institution.

(iv) It will also monitor in a subtle manner the ability, attitude and commitment on part of Directing Staff in correcting negative trends amongst the cadets.

19.12.8 CO need to utilise the religious teachers in their units not only to perform religious ceremonies but also to talk about ethics as given in religious scriptures. CO need to make ethical behaviour as fundamental part of character of their command and this they can do so by giving due importance to spiritual training.

19.12.9 The training directive of all formation Cdr must include a short capsule in every training year for all officers, JCO and selected OR on the subject of military ethics. (In this connection refer paragraph 19.12.2.i also).

19.12.10 In all mandatory courses of officers, JCO and OR it should be made obligatory on part of all training institutions not to discard the subject of military ethics from their curriculum. The Headquarters Training Command must demand regular feedback on the subject from training institutions.

19.12.11 The administrative inspection reports of various units and formations must include reporting on ethical environment.
19.12.12 Specialist teams from the College of Professional Military Ethic must make surprise visits to all formations and training institutions and report on the ethical environment which should ultimately reach the Chief of Army Staff.

19.12.13 Establishment of an organisation at the Army Headquarters called, Directorate of Ethical Management (Human Resources) broad role of which will be as follows:

(i) This Directorate will be headed by Major-General/Brigadier and comprise of officers and staff qualified on the subject of military ethics.

(ii) This Directorate will directly be accountable to the Chief of Army Staff.

(iii) It will monitor real time issues connected with ethics in the Army.

(iv) Each Command Headquarters will have similar setup at their level.

(v) The College Of Professional Military Ethic will function under this Directorate.

(vi) This Directorate will maintain constant liaison with institutions such as DIPR and DIPAS at Delhi.

(vii) Personnel from Directorate of EM(HR), CPME and Ethics Committees be sent for short capsules to DIPR and DIPAS, Delhi for exposure to aspects concerning psychological and physiological issues of man management of men.

19.12.14 Broad Organisation of this Directorate is given at Appendix L.

19.12.15 Sensitising of Civilian Bureaucracy. Army is in overall control of civilian bureaucracy in India. Apart from important decisions concerning Army, the bureaucracy also calls upon the Army for aid to civil authorities in C 1 operations, internal strife and natural calamities. It is seen that enough prudence and restraint is not exercised by the bureaucracy in employing Army. Number of times resources and mechanism available to the State are not fully utilised before calling the Army.
This has damaging effects on the ethos of Army and morale. Therefore bureaucracy needs to be sensitised about service culture and ethos. As a first step the IAS and IPS probationers should be exposed to nuances of Army way of life. To this effect following four options are recommended:

(i) **Option 1.** Opening up on permanent basis an Army cell at LBSNA, Mussourie of specialists on civilian military liaison and military ethics.

(ii) **Option 2.** Specialists teams from CPME to visit LBSNA at regular intervals and conduct lectures.

(iii) **Option 3.** The instructional staff of LBSNA to visit CPME for exposure to the subject of military ethics. Their personnel will then go and sensitise the probationers.

(iv) **Option 4.** Conduct of capsules for echelons of bureaucracy.