QUESTIONNAIRES ON THE MANAGEMENT OF THE CHANGING SCENARIO
OF ETHICAL ENVIRONMENT IN THE INDIAN ARMY

Basic Information

A. Rank and name of the Individual. :
   (Name is optional but do enter your rank).

B. Unit address (optional). :

C. Total service. :

D. Previous occupation. :

E. Type of commission (if applicable). :

F. Number of years of operational service, if any. :

QUESTIONNAIRE NUMBER 1

1. Are the core values such as courage, sense of duty, professional competence, initiative, loyalty, discipline, sense of urgency being diluted today?
   Yes_______ No_______ Cannot Say_______

2. Do you feel yesmanship and sycophancy is on the rise?
   Yes_______ No_______ Cannot Say_______

3. Is there a requirement of modification to the core values to make them relevant today?
   Yes_______ No_______ Cannot Say_______

4. Do you feel these values are greatly influenced by the chaotic state of the society today?
   Yes_______ No_______ Partially_______
5. Prioritise the following threats to military ethos in the order of the severity of threat:
   (a) Deficiency in the system  
   (b) Character of higher leadership  
   (c) Attitude of the officer cadre  
   (d) External influences  
   (e) Any other  

6. In how many situations will the superior stand by you in your decisions? State in percentage.  
   ____%  

7. Do you feel that cutthroat competition and the CR culture are causing great harm leading to unethical practices?  
   Yes______ No_______  

8. What is the style of functioning of your immediate superior?  
   Autocratic_____ Democratic_____ Participative_____  

9. How well are you kept informed of the happenings in your unit and the world outside? Is it passed on to you in time and is it free from distortion?  
   Excellent____ Very high____ Average____ Poor____  

10. Can you walk up to your boss any time of the day for an urgent problem?  
    Yes____ No______  

11. Does communication channel in your unit afford a system of feedback or is just a one-way process?  
    Two-way process_____ One-Way process_____  

12. What percentage of information/instructions passed on to you is of relevance to you or your group?  
    ____ %  

13. Is it true that idealism over a period has degenerated and has been mixed up with realities?  
    Yes____ No____ Partially_____  

490
14. Do you treat your profession merely as a job, a means of sustenance for your family?
   Yes____ No_____

15. How do you react to the constant inquiring mind of your subordinates to your instructions?
   Positively_____ Ignore it_____ No reaction____ Negatively_____

16. What type of response do you get from your subordinates to your instructions?
   Instant____ Delayed____ Partial____ Poor response_____

17. Keeping the environment of your organization and other organizations into mind, how far the zero error syndrome is prevalent in the system? State in percentage.
   ___%  

18. To what extent are you, at whatever level you are, allowed to express views in the decision making process in your organisation?
   All cases_____ Selected cases_____ None_____

19. State in percentage the degree of decentralisation of command in your organization?
   ___%  

20. Is expression of views/dissent in your organization construed as an act of indiscipline or challenge to the authority of the superior?
   Yes____ No_____

21. Do you feel that greater expression of views in your organization leads to greater number of options or that it leads to confusion and dilemma in decision-making? Tick your choice.
   (a) Greater options _____
   (b) Greater confusion____

22. What percentage of officers suffers a credibility gap with the men?
   ___%  

23. What is the percentage of forthright officers in your organisation vis-à-vis the pliable yes-man?
   (a) Forthright____%  
   (b) Yes-men _____%
24. Do you feel that children of serving or retired personnel make better men in uniform as compared to civilians?
Yes_____ No_____ Not necessarily_____.

25. Is discipline the backbone of the Army?
Yes_____ No_____.

26. I obey due to (tick your choice):
   (a) Self interest
   (b) Fear
   (c) Needs of the organization
   (d) Social codes, customs and convention
   (e) Imposing personality of the boss
   (f) My ideals

27. Do you feel that group behaviour is the aggregate of individual behaviour?
Yes_____ No_____.

28. Who is responsible for maintenance of healthy climate in your organization?
   (a) Officers
   (b) JCO
   (c) OR
   (d) Any Combination
   (e) All

29. Do you feel that the trend of questioning of instructions is a sign of growth or a sign of poor health of any organization? Tick your choice.
   (a) A sign of growth
   (b) Poor health of the organisation

30. Do you feel that the level of tolerance and patience has deteriorated over the years?
Yes_____ No_____.

31. Which is the single most factor on which good officer-man relationship is based?
32. What according to you is the size of gap between an officer and a soldier in your organization? Tick your choice.
Like a Horizon_____ Very Wide_____ Wide_____ Narrow _____ Very Close_____

33. Do you feel traits of an officer, positive or otherwise has a direct influence on the officer-man relationship?
Yes_____ No_____ Partially_____

**QUESTIONNAIRE NUMBER 2**

1. Is your leader able to distinguish between individual behaviour and group behaviour?
Yes_____ No_____

2. Do you feel demands on an officer today in dealing with complex problems of man-management of his men are far more than what was years ago?
Yes_____ No_____

3. Prioritise what according to you is the essential ingredient of a successful officer-man relationship?
   (a) Provision of best material and physical comforts to the men _____
   (b) Nurturing the spiritual needs of the men _____
   (c) Catering to the psychological needs of the men _____

4. Do you feel there is space for individuality in your unit/organization?
Yes_____ No_____

5. State who should be responsible for good officer-man relationship?
   (a) Officer ______
   (b) OR ______
   (c) Any Other ______

6. What is the extent of political awareness of Officers, JCO and OR of your unit? Tick the appropriate answer.
   (a) Low ______
   (b) Average ______
   (c) Very High _____
7. State in percentage in which category of unit personnel can be divided into? (refer paragraph 11.6, Chapter 11)
   (a) Crusaders _____
   (b) Sympathisers _____
   (c) Neutrals _____
   (d) Conscientious Objectors _____
   (e) Antagonists _____
   (f) Saboteurs _____

8. Do you feel as compared to yesteryears the new generation of youth in the Army is comfort oriented and their commitment to uniform has reduced?
   Yes_____ No_____ Marginally_____

9. If there is a decline prioritize the causes (refer Question 8 above, also refer to Paragraph 11.8, Chapter 11).
   (a) Negative attitude towards hard work _____
   (b) Increasing demands towards recreation outlets _____
   (c) Addiction to hard drinks or other vices _____
   (d) Rise of the concept of individuality _____
   (e) Rise of varying attitudes and political affiliations _____
   (f) Greater zeal for accumulation of wealth _____
   (g) Increasing psychological and emotional tensions _____

10. A soldier when he joins the Army is committed to the defence of the nation against external aggression. On joining, he finds a major portion of the Army involved in internal security duties. Do you feel that a soldier is confused about the concept of commitment?
    Yes_____ No_____ 

11. In case the safaiwala of your unit has fallen sick, will the other men volunteer to take on this job?
    Yes_____ No_____ 

12. Do you feel the increasing pace of change in the society is causing high level of stress and strain on a soldier.
    Yes_____ No_____
13. Do you feel the leadership in your unit is sensitive to the aspect of tremendous impact of socio-economic influences on the mind of a soldier?
Yes____ No____

14. Do you feel the commitment of the JCO cadre, a vital supplement to the under strength officer cadre, is as desired?
Yes____ No____

15. If the commitment of the JCO cadre is not as desired prioritise what could be the reasons?
   (a) Lack of Accountability _____
   (b) Lack of Motivation ______
   (c) Lack of Job Satisfaction _____
   (d) Any other reason
       __________________________________________

16. Do you feel your prestige in the society has deteriorated?
Yes____ No____

17. Do you have any additional source of income other than your pay?
Yes____ No____

18. Do you feel the Army should remain aloof from the political ideology of the government in power?
Yes____ No____

19. Do you feel that the time has come to introduce, on a selective basis, in training institutions, political ideologies prevailing in our country?
Yes____ No____

20. Is it true that only men of good character make good leaders?
Yes____ No____

21. Do you feel that in your unit ethics at work place is a mere reflection of the personality of your CO?
Yes____ No____

22. Is your unit free of abuse of power at all levels of command?
Yes____ No____
23. Do you feel that it is only the military leaders of highest character who will get to the highest rungs of military command?
Yes____ No____

24. Do you feel ethics is a matter of opportunity to be twisted to suit personal gains?
Yes____ No____
QUESTIONNAIRE NO 3
ANALYSIS OF THE MINDS OF YO AND MLO

1. Are flexible working conditions such as office environment, dress code and informal interactions feasible in day to day functioning in the Army?

Yes_______ No________ Cannot Say_______

2. The armed forces salaries are not as high as the corporate world. Do you agree that the perks and privileges compensate these adequately?

Yes_______ No________ Cannot Say_______

3. Is the pay structure including perks of managers in the corporate world comparable to that of officers in the Army?

Yes_______ No________ Cannot Say_______

4. Is the pay package in place for the officers of the Army adequate to sustain a decent life style?

Yes_______ No________ Cannot Say_______

5. The Armed forces are on a 24x7 commitment to uniform as compared to counterparts in the corporate sector. Is appropriate compensation being given to such demanding requirements of Service?

Yes_______ No________ Cannot Say_______

6. Do you feel that a senior officer takes into consideration aspects such as wherewithal and means available to execute a task before ordering an assignment to a YO?

Yes_______ No________ Cannot Say_______

7. Do you feel that, in spite of constraints, a CO gives adequate importance to professional growth of junior officers?

Yes_______ No________ Cannot Say_______

8. Do senior officers keep themselves abreast of the condition of junior officers in the units?

Yes_______ No________ Cannot Say_______
9. Do you feel that “smart boys” generally have their say in the units?

Yes_______  No_______  Cannot Say_______

10. The constraints notwithstanding, is it feasible for a YO to flower as an individual and possess ones own unique identity?

Yes_______  No_______  Cannot Say_______

11. With day-to-day administrative and operational functions being increasingly automated, do you feel that the role of the YO in units is pivotal?

Yes_______  No_______  Cannot Say_______

12. Is the “Zero Error Syndrome,” wherever prevalent, affect the natural growth pattern of a YO?

Yes_______  No_______  Cannot Say_______

13. There is no margin for error in war as there are no prizes for the runners up. No mistake is the bottom line for successful operations. Can such a template be applied to a no war/operational scenario also?

Yes_______  No_______  Cannot Say_______

14. Is there a tendency on part of the senior officers to get into details of execution of their own orders by their juniors?

Yes_______  No_______  Cannot Say_______

15. Is there a tendency on part of the senior officers not to decentralise command wherever possible?

Yes_______  No_______  Cannot Say_______

16. CR culture leads to sycophancy. Is it true?

Yes_______  No_______  Cannot Say_______

17. Is the system fair as regards dealing with grievances of the officers?

Yes_______  No_______  Cannot Say_______

18. In your units, do you feel that the CO has certain favourites and is not just and fair to his command?

Yes_______  No_______  Cannot Say_______
19. Do you feel that officers in command at times ignore acts of omission and commission as also fail to recognise rewarding efforts?

Yes ________  No ________  Cannot Say ________

20. Is the image of the armed forces lower in the society due to increasing interference by the bureaucracy?

Yes ________  No ________  Cannot Say ________

21. Are attempts by certain senior officers to befriend politicians a dangerous trend?

Yes ________  No ________  Cannot Say ________

22. Government employs many senior retired officers in lucrative assignments. Does this encourage serving senior officers to shift focus away from the highest traditions of the Armed forces?

Yes ________  No ________  Cannot Say ________

23. Each unit has its own tradition and history. It has its values established by its founding fathers. Do you feel that the men in command take pains to uphold and improve such values?

Yes ________  No ________  Cannot Say ________

24. Any unit's tradition would entail sacrifices by officers for the sake of welfare of men. Is this statement truly followed in letter and spirit today?

Yes ________  No ________  Cannot Say ________

25. Change is the only aspect in life which is not permanent. Changes for the betterment should always be welcome. Is it true that in unit life attempts to change by a subordinate are often construed as challenge to authority and age old norms?

Yes ________  No ________  Cannot Say ________

26. Has there been a positive effect on the pattern of work culture due to technological revolution?

Yes ________  No ________  Cannot Say ________

27. Do you feel the work ethics in the organisation is unprejudiced and unbiased?

Yes ________  No ________  Cannot Say ________
28. Has the dependence on clerical work processes reduced due to computerisation in office work?

Yes_______  No_______  Cannot Say_______

29. Do you think that administrative conditions for single officers/officers without families in station are conducive for full commitment to work without any tensions?

Yes_______  No_______  Cannot Say_______

30. Paucity of dwelling units is a fact of life in almost every peace station. Do you feel that this could have an adverse impact on morale of officers?

Yes_______  No_______  Cannot Say_______

31. There is no age limit for allotment of accommodation to personnel in Govt service. Do you thing that time has come to remove restrictions on minimum age for allotment of married accommodation?

Yes_______  No_______  Cannot Say_______

32. Army has systems in place wherein planning for growth of careers are done at various levels. Do you feel that this system is open facilitating interactions?

Yes_______  No_______  Cannot Say_______

33. Should the planning of careers of officers be done in a more translucent manner?

Yes_______  No_______  Cannot Say_______

34. Army organisation structure is a steep pyramid with limiting space as it rises. Prior to your decision to join the Armed forces were you conscious of this fact?

Yes_______  No_______  Cannot Say_______

35. Is the postings branch of the Army transparent and have they been able to achieve a reasonable level of satisfaction?

Yes_______  No_______  Cannot Say_______

36. Is the sanctioning authority in the Army always just and fair when it comes to grant of leave to officers?

Yes_______  No_______  Cannot Say_______

37. Is there ample time available in the units to afford a place for adequate rest and recreation?

Yes_______  No_______  Cannot Say_______
38. Are personnel in the Army able to provide and plan for decent standard of education of their children due to instability in their job conditions?

Yes_______     No_______    Cannot Say_______

39. War widows and dependents of deceased soldiers have always been a reality of military life. Do you feel that the system of recompense to the dependents of the deceased especially the battle casualties are smooth and affords no aggravation?

Yes_______     No_______    Cannot Say_______

40. Operation Vijay saw a collective voice of the nation for the sacrifices made by soldiers. Various donations were made towards relief funds. Do you think that the nation is doing enough for the dependents of those who laid down their lives for the nation?

Yes_______     No_______    Cannot Say_______
Dictionary Meaning Of Some Relevant Words

1. **Moral.** Concerned with right or wrong, behaviour pertaining to good or bad, distinction between right and wrong of good or evil. Rightness and wrongness of conduct.

2. **Morality.** Of ethical wisdom, degree of conformity to moral principles and moral conduct.

3. **Ethics.** A set of moral principles. The rules of conduct as recognised in a particular profession. Science of morals in human conduct.

4. **Ethical.** Of pertaining to morality, concerning human conduct.
### LEADERSHIP: SELF DEVELOPMENT LOG

<table>
<thead>
<tr>
<th>Ser No</th>
<th>Issues for Introspection</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>......10</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Time devoted to physical fitness.</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>2.</td>
<td>Time devoted to professional study acquiring professional skills.</td>
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<tr>
<td>3.</td>
<td>Time devoted to the study of men under me and man-management.</td>
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<tr>
<td>4.</td>
<td>Number of subordinates I have helped in their personal and professional development.</td>
<td></td>
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<tr>
<td>5.</td>
<td>When I had the choice how many times did I place the good of the unit/Formation/Army/Nation above my self-interest.</td>
<td></td>
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<tr>
<td>6.</td>
<td>Number of times I had courage to correct my subordinates' mistake/indiscipline.</td>
<td></td>
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<tr>
<td>7.</td>
<td>On how many occasions did I set personal example to my subordinates?</td>
<td></td>
<td></td>
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<tr>
<td>8.</td>
<td>Time wasted in day-dreaming about the future or fretting about the past.</td>
<td></td>
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<tr>
<td>9.</td>
<td>How many times have I been angry, jealous or envious?</td>
<td></td>
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<tr>
<td>10.</td>
<td>Number of acts of self-denial to build up my will-power.</td>
<td></td>
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</tbody>
</table>
Note
(a) Each individual is a totally different personality. A little self-analysis will show the qualities that an officer may want to strengthen in himself.

(b) The list given is only an example. More issues can be added by individual officers, the list is by no means exhaustive. An officer who has mature self-knowledge is well set on the road to success.

(c) Before going to bed, introspect fill up the log and reflect how to better the score the next day. Take a fortnightly stock of your performance. A few months persistence will bring about the change that is desired.

(d) Award marks out of a scale of 10. At the end of the month compare your response pattern.


Extract Of the Address by Sergeant Major John G Stepanek

"I feel a tinge of regret that I am not young enough to be sitting out there as one of you. You have so many years of challenge and adventure to look forward to. So many of these years are behind me. Soon you will meet your platoon sergeants, your Sergeant Major, your other non-commissioned officers and your troops. What do they expect from you as officers, Cdr and leaders? We expect of you, unassailable personal integrity and highest of morals. We expect you to maintain the highest state of personal appearance. We expect you to be fair, to be consistent, to have dignity but not aloofness-to have compassion and understanding, to treat each soldier as an individual, with individual problems. And we expect you to have courage of your convictions-the courage to stand up and be counted-to defend your men when they have followed your orders, even when your orders were in error-to assume the blame when you are wrong.

Gentleman, we expect you to have courage in the face of danger. Many of you will soon be in Vietnam where there are no safe echelons. During your tour, opportunity will arise for you to display personal courage and leadership. Opportunities could arise from which you may emerge as heroes. A hero is an individual who is faced with an undesirable situation and who is unable to nullify or negate it. Do not display recklessness and expose yourself and expose your men to unnecessary risks that will reduce the normal chance of survival. This will only shake their confidence in your judgement. Now gentlemen, you know what we expect from you. From a few of us, who had the opportunity to be officers and did not have the guts and motivation to accept the challenge, you can expect resentment. From a few of us old-timers, you can expect tolerance. But from most of us you can expect loyalty to your position, devotion to your cause, and admiration for your honest effort - endurance to match your endurance - motivation to match your motivation - spirit to match your spirit - a desire for achievement to match your desire for achievement. You can expect a love for God, a love of country, and a love of duty to match your love of God, your love of country and your love of duty. We would not mind the heat if you sweat with us. We don’t mind the cold if you shiver with us. And when our cigarettes are gone, we don’t mind quitting after your cigarettes are gone. Gentlemen, you don’t accept us, we were here first. We
accept you. And when we do, you’ll know. We don’t beat drums or carry you off the drill field on our shoulders. But, maybe at a company party we’ll raise a canteen cup of beer and say, “Lieutenant, you are O K”, just like that. Remember one thing - very few non-commissioned officers were awarded stripes without showing somebody something, sometimes, somewhere. If your platoon sergeant is mediocre, if he is slow to assume responsibility, if he shies away from you, maybe sometimes not too long ago someone shot him down when he was right. Internal wounds heal slowly, internal scars fade more slowly. Your orders appointing you as officers in the United States Army appoint you to command. No orders, no letters, no insignia of rank can appoint you as leaders. Leadership is an intangible thing, leaders are made and they are not born. Leadership is development within yourself. You are leaders in an Army in which we have served for so many years and you will help us defend the country we have loved for so many years. I wish you happiness, luck and success in the exciting and challenging years that lie ahead.

*May God bless you all.*
<table>
<thead>
<tr>
<th>S NO</th>
<th>QUESTION</th>
<th>SR OFFRS</th>
<th>MLO</th>
<th>YO</th>
<th>JCO/OR</th>
<th>SERVICES/JCO/OR</th>
<th>RETIRING JCO/OR</th>
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<tr>
<td>1</td>
<td>Dilution of Core Values</td>
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<td>47</td>
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<td>Rise of Yesmanship &amp; Sycophancy</td>
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<td>23</td>
<td>6</td>
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<td>3</td>
<td>Modification of Core Values</td>
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<td>External Influences on Core Values</td>
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<td>5</td>
<td>Cut Throat Competition &amp; CR Leading to Unethical Practices</td>
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<td>41</td>
<td>NA</td>
<td>83</td>
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<td>6</td>
<td>Junior Approaching Boss Anytime</td>
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<td>12</td>
<td>NA</td>
<td>85</td>
<td>15</td>
<td>NA</td>
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<td>7</td>
<td>Has Idealism degenerated &amp; mixed with Realities?</td>
<td>41</td>
<td>6</td>
<td>53(Partially)</td>
<td>59</td>
<td>11</td>
<td>30(Partially)</td>
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<td>8</td>
<td>Treatment of Profession Merely as a Job</td>
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<td>9</td>
<td>Is Expression of Views/Dissent construed as an act of Indiscipline?</td>
<td>24</td>
<td>76</td>
<td>NA</td>
<td>41</td>
<td>59</td>
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<td>10</td>
<td>Do Children of Serving/Retired Officers make better Men in Uniform?</td>
<td>35</td>
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<td>NA</td>
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<td>11</td>
<td>Is Discipline the Backbone of the Army?</td>
<td>100</td>
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<td>NA</td>
<td>95</td>
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<td>12</td>
<td>Is Group Behaviour Aggregate of Individual Behaviour?</td>
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<td>47</td>
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<td>62</td>
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<td>13</td>
<td>Has the Level of Tolerance and Patience Deteriorated?</td>
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<td>NA</td>
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<td>Do Traits of an Officer have direct Bearing on Officer-Man Relationship?</td>
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**Appendix F**

(Refers to Para 17.1)
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<th>S No</th>
<th>Question</th>
<th>SR OFFRS (%)</th>
<th>MLO (%)</th>
<th>YO (%)</th>
<th>JCO/OR (%)</th>
<th>Services/JCO/OR (%)</th>
<th>Retiring JCO/OR (%)</th>
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<td>18</td>
<td>Types of Communication Channels:</td>
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<td>(a) Two Way</td>
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<td>(b) One Way</td>
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<td>89</td>
<td>100</td>
<td>72</td>
<td>86</td>
<td>76</td>
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<td>Reaction to Constant Inquiring mind of Junior:</td>
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<td>(a) Positive</td>
<td>88</td>
<td>94</td>
<td>95</td>
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# QUESTIONNAIRE NO 3

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<td>Are flexible working conditions such as office environment, dress code and informal interactions feasible in day to day functioning in the Army?</td>
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<td>The Armed forces salaries are not as high as the corporate world. Do you agree that the perks and privileges compensate these adequately?</td>
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<td>Is the pay structure including perks of managers in the corporate world comparable to that of officers in the Army?</td>
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<td>Is the pay package in place for the officers of the Army adequate to sustain a decent life style?</td>
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<td>The Armed forces have 24x7 commitment to uniform as compared to counterparts in the corporate sector. Is appropriate compensation being given to such demanding requirements of Service?</td>
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<td>Do you feel that a senior officer takes into consideration aspects such as wherewithal and means available to execute a task before ordering an assignment to a YO?</td>
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<td>Do you feel that, in spite of constraints, CO gives adequate importance to professional growth of junior officers?</td>
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<td>Do senior officers keep themselves abreast of the condition of junior officers in the units?</td>
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<td>Do you feel that “smart boys” generally have their say in the units?</td>
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<td>The constraints notwithstanding, is it feasible for a YO to flower as an individual and possess ones own unique identity?</td>
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<td>With day-to-day administrative and operational functions being increasingly automated, do you feel that the role of the YO in units is pivotal?</td>
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<td>Is the “Zero Error Syndrome,” wherever prevalent, affect the natural growth pattern of a YO?</td>
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<td>There is no margin for error in war as there are no prizes for the runners up. No mistake is the bottom line for successful operations. Can such a template be applied to a no war/operational scenario also?</td>
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<td>Is there a tendency on part of the senior officers to get into details of execution of their own orders by their juniors?</td>
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<td>Is there a tendency on part of the senior officers not to decentralise command wherever possible?</td>
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<td>Confidential Report culture leads to sycophancy. Is it true?</td>
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<td>Is the system fair as regards dealing with grievances of the officers?</td>
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<td>In your units, do you feel that the CO has certain favourites and is not just and fair to his command?</td>
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<td>Do you feel that officers in command at times ignore acts of omission and commission as also fail to recognise rewarding efforts?</td>
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<td>Is the image of the armed forces lower in the society due to increasing interference by the bureaucracy?</td>
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<td>Are attempts by certain senior officers to befriend politicians a dangerous trend?</td>
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<td>Government employs many senior retired officers in lucrative assignments. Does this encourage serving senior officers to shift focus away from the highest traditions of the Armed forces?</td>
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<td>Each unit has its own tradition and history. It has its values established by its founding fathers. Do you feel that the men in command take pains to uphold and improve such values?</td>
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<td>Any unit’s tradition would entail sacrifices by officers for the sake of welfare of men. Is this statement truly followed in letter and spirit today?</td>
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<td>Change is the only aspect in life which is not permanent. Changes for the betterment should always be welcome. Is it true that in unit life attempts to change by a subordinate are often construed as challenge to authority and age old norms?</td>
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<td>Has there been a positive effect on the pattern of work culture due to technological revolutions?</td>
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<td>Do you feel work ethics in the organisation is unprejudiced and unbiased?</td>
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<td>Has the dependence on clerical work processes reduced due to computerisation in office work?</td>
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<td>Do you think that administrative conditions for single officers/officers without families in station are conducive for full commitment to work without any tensions?</td>
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<td>Paucity of dwelling units is a fact of life in almost every peace station. Do you feel that this could have an adverse impact on morale of officers?</td>
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<td>There is no age limit for allotment of accommodation to personnel in Govt service. Do you thing that time has come do remove restrictions on minimum age for allotment of married accommodation?</td>
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<td>32</td>
<td>Army has systems in place wherein planning for growth of careers are done at various levels. Do you feel that this system is open facilitating interactions?</td>
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<td>33</td>
<td>Should the planning of careers of officers be done in a more translucent manner?</td>
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<td>34</td>
<td>Army organisation structure is a steep pyramid with limiting space as it rises. Prior to your decision to join the Armed forces were you conscious of this fact?</td>
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<td>(a) YO</td>
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<td>Y(%)</td>
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<td>35</td>
<td>Is the postings branch of the Army transparent and have they been able to achieve a reasonable level of satisfaction?</td>
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<td></td>
<td>(a) YO</td>
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<td>(b) MLO</td>
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<tr>
<td>36</td>
<td>Is the sanctioning authority in the Army always just and fair when it comes to granting leave to officers?</td>
<td>42</td>
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<tr>
<td></td>
<td>(a) YO</td>
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<td>(b) MLO</td>
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<tr>
<td>37</td>
<td>Is there ample time available in the units to afford a place for adequate rest and recreation?</td>
<td>56</td>
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<td></td>
<td>(a) YO</td>
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<td>(b) MLO</td>
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<tr>
<td>38</td>
<td>Are personnel in the Army able to provide and plan for decent standard of education of their children due to instability in their job conditions?</td>
<td>73</td>
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<td></td>
<td>(a) YO</td>
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<td>(b) MLO</td>
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<tr>
<td>39</td>
<td>War widows and dependents of deceased soldiers have always been a reality of military life. Do you feel that the system of recompense to the dependents of the deceased especially the battle casualties are smooth and affords no aggravation?</td>
<td>86</td>
</tr>
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<td></td>
<td>(a) YO</td>
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<td>(b) MLO</td>
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<tr>
<td>40</td>
<td>Operation Vijay saw a collective voice of the nation for the sacrifices made by soldiers. Various donations were made towards relief funds. Do you think that the nation needs to do much more towards the dependents of those who laid down their lives for the nation?</td>
<td>26</td>
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<td>(a) YO</td>
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### COMPARISON OF ATTITUDE OF SOLDIER TOWARDS HIS PROFESSION AND THAT OF CIVILIAN JOBS

**(BASED ON A SAMPLE OF 450 SOLDIERS)**

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<td>Easy Life</td>
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<td>High Ethics</td>
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<td>Secure Job</td>
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<td>Top Leadership</td>
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<td>Stable Life</td>
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<td>Good Pay/Perks</td>
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<td>Highly Committed</td>
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<td>Choice of Youth</td>
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<td>Freedom of Expression</td>
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<tr>
<td>Safe Life</td>
<td>C</td>
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<td>A</td>
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<tr>
<td>Good Discipline</td>
<td>A</td>
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<td>C</td>
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<tr>
<td>Good career opportunities</td>
<td>C</td>
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<td>Good rapport between leader and Led</td>
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<td>Good status in Civil</td>
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<td>Reward for Initiative</td>
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<td>Peace of Mind</td>
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<tr>
<td>Participative Management</td>
<td>C</td>
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<tr>
<td>Will join same service in next life</td>
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**Note:**

1. **A** - Army Profession.
2. **C** - Civilian jobs.
DISCONTENT IN ARMY OVER WORK CULTURE, SAYS STUDY

JULY 2 1997. THE TIMES OF INDIA. NEW DELHI

1. A study prepared on the state of discipline in the Army has listed discontent with work culture, low job satisfaction, perceived misuse of powers, inadequate procedures for processing grievances and even inadequate hygiene facilities as being among the major causative factors.

2. The study, concluded in 1995 and conducted by the Army’s discipline and vigilance (DV) directorate, has observed that the causative factors were “in reality, deficiencies in the system, the style of management and work culture.” The other reasons for declining discipline in the Army have been attributed to high work pressure, high level of dissatisfaction in aspects related to leave, lack of motivators, low motivational profile and even partially negative attitude of the individual.

3. The study states that violation of order and indiscipline rank at the top of the five offences committed most often. Not only do they contribute 33 percent towards the overall offence rate, but “lieutenants followed by captains have maintained their lead over others.” The other four areas of indiscipline, which together contribute 84 percent to the offence rate, include leave related offences; loss of government property; fraud and theft; and acts of rashness and negligence.

4. The reports further points out that soldiers from the Army Service Corps and the Army Ordinance Corps figure at the top of offenders list. They are followed by the Electrical and Mechanical Engineers and the Infantry, much of which is involved in C I operations spread over Kashmir and the North-East.

5. Stating that this was the first comprehensive study its kind carried out by the Army since no single agency at Army Headquarters had a comprehensive data bank on Army offences. The report states that the Discipline Vigilance Directorate only had details about completed court martial cases and declared deserters.
6. Data was collected from 263 units that led to creation of 18,912-recorded entries with each recorded entry covering 38 fields. A further field survey was conducted in six stations/cantonments comprising four divisions and two sub areas. The sample further comprised 253 officers, 1,157 OR and 345 recruits.

7. “There is a requirement to tone up the administrative machinery to raise the level of satisfaction,” the study says while pointing out seven “severe constraints” in units. Some of these constraints being; non availability of officers, high expectations; short command tenures; over insurance at all levels of command; and non availability of accommodation for married couples.

8. Among the major remedial measures recommended, the study suggests leave planning of soldiers; transparency in sanctioning leave; proper system for processing grievances; instituting a proper system of rewards and punishments other than annual confidence reports; avoidance of over reaction; attempt to change work ethos with the changing environments; and transparency in the use of powers. The study has also recommended extra publicity to cases involving trial and subsequent punishment for intent to defraud so as to serve as a deterrent to others as also a detailed look into the comparatively higher rate of absence without leave amongst army medicos.

9. The field survey states that most battalions were suffering a 40 percent deficiency of officers. Observing how short command tenures at various levels invariably lead Cdr to overstretch and set themselves with unrealistic goals, the study says that this had led to “over ensuring” and a “no error syndrome” thereby curtailing delegation and responsibility leading to further dissatisfaction. “A majority of officers also perceive lack of two-way communication”, the study states while pointing to blanket dissatisfaction in salary and other benefits offered by the service.

10. The issue of declining quality and morale in the armed forces was first highlighted through specially commissioned paper titled “Quality and Morale of Armed forces Personnel” in 1982. The paper talked of the decline in the quality of young men coming forward to join the forces. “Intellect, selflessness and dedication are at a premium. Cdr in the field are deeply concerned about the fall in morale of their personnel, particularly the uneasiness amongst officers,” the report points out.
SUGGESTED TOPICS FOR TRAINING FOR MILITARY ETHICS

1. Ethical theory.
2. Religious and moral education.
3. Negative external influences on the organisation.
4. Codes of conduct, their meaning and relevance in the organisation.
5. Case studies of own Army, other Armies from pages of military history.
7. Basic military values.
8. History of martial races.
10. Patriotism, its relevance and importance in the changing socio-economic order of the country.
12. Ethical systems, doctrines and theories.
13. Professional and occupational ethics.
Appendix L
(Refer To Paragraph 19.12.14)

Abbreviations
- COAS - Chief of the Army Staff
- DTE - Directorate
- EM (HR) - Ethical Management, Human Resources
- CPME - College of Professional Military Ethic
- EC - Ethics Committees