QUESTIONS FOR SENIOR OFFICERS INTERVIEW

Question-1

The present officers’ selection system has been inherited from British with some changes incorporated by the Indian army. Do you see a need to change this system to meet present and future requirements?

a) Is the selection system still based on British system?
b) Has any changes been made so far?
c) What changes have been made?
d) What changes need to be made now to meet present and future requirements?
e) How do you feel the changes can be incorporated?

Question-2

The Indian Army is suffering from an acute shortage of officers. In your view, what could be the reason for this shortage and how to overcome it?

a) Reasons for shortage of officers’?
   I. Social reasons
   II. Economic reasons
   III. Technological reasons
   IV. Environmental reasons.
   V. Educational reasons
   VI. Political reasons
   VII. Any other reason

b) Methodology to overcome this shortage?
   I. Need to change selection policy including catch them young
   II. Need to change selection process
   III. Change in OLQs
   IV. Better awareness amongst people
   V. Lower down selection standards
Question-3

The changes in the socio-economic conditions and technological factors have impacted the society at large. Since, the same very society provides officers to the army; does it impact the intake and quality of officers?

a) How these factors impact the society?
b) How these factors impact the intake of officers’?
c) Does it impact the quality of officers’?
d) Can they meet present and future requirements?
e) Is the system adequately equipped to select the best from the same society?

Question-4

Since independence, it is seen that army is increasingly being used for aid to civil authorities and in low intensity conflict. What kind of role do you see for an army officer in future; say 2030 and beyond?

a) Is army being excessively used in aid to civil authorities and low intensity conflict?
b) What impact it has on intake of officers?
c) How does it affect the quality of officers?
d) What kind of role is envisaged for future officers’?
e) What needs to be done to overcome shortage and select the best from the same society to meet present and future requirements?

Question-5

What all OLQs are being checked at the time of SSB interview? With the probable changes in role and technology in future, do you think they are in sync with the present and future requirements? What kinds of OLQs are expected from an army officer of the future?

a) Are you aware of the OLQs being checked at the SSB interview?
b) Are they adequately meeting present and future requirements?
c) Impact of future roles on OLQs?
d) What kind of OLQs needed for future officers’?
e) What all OLQs need to be removed from the list?
f) What all OLQs are required to be added?
Question-6
With the changes in the OLQs, and impact of socio-economic and technological factors on the society, what changes are needed in the selection process to select officers for 2030 and beyond? ------
   a) Do you think the system needs to be changed to meet present and future requirements?
   b) What changes are required to be made in the selection process?
   c) Comments about UPSC exam?
   d) Views about Interview procedure?
   e) Awareness about the present interview system?
   f) What all tests need to be removed?
   g) What tests need to be added?
   h) Can the interview time be reduced from 5-days to 3 or 4 days?
   i) Can some tests be on-line? If so, what all?

Question-7
The army as such does not occupy prime (time) space in newspapers and TV shows. The role of army officers in print and visual media also does not portray them very high. In fact, at times it goes against the ethos and culture of the army and thus carries a poor image to the people. What should be the promotion strategy to inform the people about correct image of the officer to make it more attractive?
   -------------------
   a) Is the media coverage adequate?
   b) Has the army image been dented by TV/media?
   c) What needs to be done to improve the image of army?
   d) Will it help in improving intake of officers’?
   e) How to improve interaction between army and media?
   f) How to train army people to be able to project correct image of army?
**Question-8**
At present, our selection system is shrouded in mystery. The selected and rejected, both the types of candidates do not know as to why have they been selected or rejected. Is it fair for the applicants to appear for the interview without knowing what is being looked into them? In your view, what should be done to make the system more users friendly and transparent without compromising on confidentiality?

a) Is the system fair to the applicants?
b) Should they be told in detail about what is being looked into and how?
c) Should the system be more users friendly?
d) Should it be made more transparent?
e) Should the applicants be told their weaknesses at the end of the interview?
f) Will it help in improving the intake of officers?
g) Will it help in improving the quality of officers?

**Question-9**
The present selection process is generally considered as confidential. Are army officer’s aware of the selection policy of officer’s in the army as laid down by the Recruitment Directorate and the actual selection process at the SSB centres?

a) Are senior officers’ aware of selection policy?
b) Are they aware of actual selection process at the SSBs?
c) Are they involved in deciding about the OLQs expected of an officer?
d) Does the Recruitment Directorate interact with senior army officers before laying down the policy?
e) Do they have any other form of interaction between Recruitment Directorate/SSBs and senior army officers who have to take work from selected officers?
f) How frequently senior army officers and Recruitment Directorate/SSBs interact to get suggestions?
Question-10
Do you think senior officers have a say in bringing about changes in the selection system? Does any feedback system exist? In your view, what mechanism should be instituted to involve senior officers’ and how frequently the review should be held to make the system valid all the time to meet current and future requirements?

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a) Do they have a say in the selection system?
b) Is there any feedback system available?
c) Is there any review system available?
d) What should be mechanism to involve senior officers?
e) How frequently the review should be held?
QUESTIONNAIRE FOR OTHER OFFICERS

(Please put your answer in given box)

Q. 1 Do you think the existing officers’ selection system in the Indian Army is valid in present environment?

(a) Most suited
(b) Well suited
(c) Suited
(d) Not Suited
(e) Can’t say

Q. 2 Do you think the socio-economic conditions that have impacted the society also impact the quality and intake of officers?

(a) Maximum Impact
(b) Some Impact
(c) Just Impact
(d) No Impact
(e) Can’t say

Q. 3 Do you agree with the statement,” The technological advancement does not impact the selection system of officers”

(a) Most Agree
(b) Fairly Agree
(c) Agree
(d) Disagree
(e) Can’t say
Q.4. Keeping futuristic trends in mind, do you think it is necessary to have a relook at the present selection process?

(a) Most Necessary
(b) Just Necessary
(c) Necessary
(d) Not Necessary
(e) Can’t Say

Q.5 How do you rate the present selection system of officers in the army (Tick one only between 0 and 9 with 9 being the best)

O--------1--------2--------3--------4--------5--------6--------7--------8--------9

Q.6 Do you think the present system of officers’ selection in army meets the present and future requirements of the army? (Tick one only between 0 and 9, 9 being the best).

O--------1--------2--------3--------4--------5--------6--------7--------8--------9

Q.7 Since all interviewing officers are human beings and the selection is at best left to their personal judgement; do you think the system is quite objective and fair?

(a) Highly objective
(b) Marginally objective
(c) Just objective
(d) Inadequately objective
(e) Can’t Say
Q.8 Army is increasingly being used in Counter Insurgency operations and aid to civil authorities. Do you think qualities (OLQs) expected of an officer need to be changed?

   (a) Must Change  
   (b) May Change  
   (c) Change  
   (d) No Change  
   (e) Can’t Say

Q.9 Very high pay scales by the corporate sector have affected the intake of officers in the Indian army. Do you agree?

   (a) Most Agree  
   (b) Fairly Agree  
   (c) Agree  
   (d) Disagree  
   (e) Can’t say

Q.10 Do you think continuous involvement of officers in counter insurgency operations have an adverse effect on the intake of officers?

   (a) Most Agree  
   (b) Fairly Agree  
   (c) Agree  
   (d) Disagree  
   (e) Can’t say

Q.11 In Army, officer is not guaranteed promotion after a certain rank. Do you think it is a demoralizing factor as officers do not see their growth vis-à-vis their civilian counterparts and so they prefer civilian job vis-à-vis army?

   (a) Most Agree  
   (b) Fairly Agree  
   (c) Agree  
   (d) Disagree  
   (e) Can’t say
Q.12 Do you think harsh living conditions and long separation from the families affects the intake of the officers?
(a) Most Agree  
(b) Fairly Agree  
(c) Agree  
(d) Disagree  
(e) Can’t say

Q.13 The officer of 2030 will be expected to meet the challenges of rate of change of technology every year which is likely to cause lot of stress on officers. Do you think it will adversely impact the intake and quality of officers in 2030 and beyond?
(a) Most Likely  
(b) Just Likely  
(c) Least Likely  
(d) Not Likely  
(e) Can’t Say

Q.14 The gradual decline of moral values in the students has impacted the society at large. Since, the same very society is providing candidates to join army as officers; do you think the degradation in moral value is also impacting the intake and quality of officers?
(a) Most Likely  
(b) Just Likely  
(c) Least Likely  
(d) Not Likely  
(e) Can’t Say

Q.15 A large number of job opportunities are available in the MNCs in urban areas ensuring a stable life now days. Do you agree that this factor is impacting the intake and quality of officers in the army?
(a) Most Agree  
(b) Fairly Agree  
(c) Agree  
(d) Disagree  
(e) Can’t say
Q.16 In some countries, army service is mandatory for all citizens. Do you think, in India, it should be made compulsory to undergo at least three months training for any government job?

(a) Most Agree  
(b) Fairly Agree  
(c) Agree  
(d) Disagree  
(e) Can't say

Q.17 Do you think that separate selection process depending upon different qualities needed in an officer should be followed for fighting arms and services?

(a) Most Agree  
(b) Fairly Agree  
(c) Agree  
(d) Disagree  
(e) Can’t say

Q.18 At present, the roles of the army are interchangeable from border security to low intensity conflict to maintenance of law and order to assistance to state govt’s in case of national calamities. Do you agree that officer’s need different qualities for different roles?

(a) Most Agree  
(b) Fairly Agree  
(c) Agree  
(d) Disagree  
(e) Can’t say

Q.19 In many armies, the selection result is based on options like: “most suited, well suited, suited and unsuited” whereas in India, it is based on a scale. Do you think this method if adopted by Indian SSBs can help in reducing the deficiency as all those who are “suited” and above will be selected?

(a) Most Agree  
(b) Fairly Agree  
(c) Agree  
(d) Disagree  
(e) Can’t say
Q.20 Do you think all those applicants who have qualified the interview but are not in the merit, should be kept waitlisted for one year and they should be called to join army within specified time limit?
   (a) Most Agree  
   (b) Fairly Agree  
   (c) Agree  
   (d) Disagree  
   (e) Can’t say

Q.21 Should allocation of arms and services be made based on SSB report?
   (a) Most Agree  
   (b) Fairly Agree  
   (c) Agree  
   (d) Disagree  
   (e) Can’t say

Q.22 First day at SSB, screening test is carried out and large number of students is rejected and sent back home. Just one test may not be able to bring out all the qualities; hence, do you think all the candidates should be subjected to five days interview?
   (a) Most Agree  
   (b) Fairly Agree  
   (c) Agree  
   (d) Disagree  
   (e) Can’t say

Q.23 Do you think there should be an institute like Defence University, and it should be mandatory for all potential applicants to train there for a particular period and then appear for an interview at SSB centre?
   (a) Most Agree  
   (b) Fairly Agree  
   (c) Agree  
   (d) Disagree  
   (e) Can’t say
Q.24 Presently, five days interview system is being followed by SSBs. Is there a case to reduce it to three days by either reducing the number of tests or by having some tests on line?

(a) Most Agree
(b) Fairly Agree
(c) Agree
(d) Disagree
(e) Can’t say

Q.25 At present, 15 OLQs are tested at the time of interview. Please rank order them as per their importance (Number them serially, no. 1 being most important and no.15 being least important)

<table>
<thead>
<tr>
<th>OLQ</th>
<th>Rank Order</th>
</tr>
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<tbody>
<tr>
<td>Effective Intelligence</td>
<td></td>
</tr>
<tr>
<td>Reasoning Ability</td>
<td></td>
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<tr>
<td>Organising Ability</td>
<td></td>
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<tr>
<td>Power of Expression</td>
<td></td>
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<tr>
<td>Social Adaptability</td>
<td></td>
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<tr>
<td>Cooperation</td>
<td></td>
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<tr>
<td>Sense of Responsibility</td>
<td></td>
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<tr>
<td>Discipline</td>
<td></td>
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<tr>
<td>Initiative</td>
<td></td>
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<tr>
<td>Self Confidence</td>
<td></td>
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<tr>
<td>Ability to Influence the Group</td>
<td></td>
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<tr>
<td>Liveliness</td>
<td></td>
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<tr>
<td>Determination</td>
<td></td>
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<tr>
<td>Courage</td>
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<td>Stamina</td>
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</tbody>
</table>

Q.26 Out of the 15 OLQs mentioned herein, what all qualities you think need to be changed keeping present and future requirements in mind? (Just tick mark in an appropriate column)

<table>
<thead>
<tr>
<th>OLQ</th>
<th>Must change</th>
<th>May Change</th>
<th>No Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effective Intelligence</td>
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<tr>
<td>Reasoning Ability</td>
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<td>Social Adaptability</td>
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<td>Sense of Responsibility</td>
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<td>Discipline</td>
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<tr>
<td>Initiative</td>
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</table>
Q.27 Keeping present and future requirements in mind, what all qualities are required to be added for an officer to meet the requirements of 2030? (Give rank order as 1 to “must added” and so on)

<table>
<thead>
<tr>
<th>OLQ</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional Honesty</td>
<td></td>
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<tr>
<td>Decisiveness</td>
<td></td>
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<tr>
<td>Judgement</td>
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<tr>
<td>Credibility</td>
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<tr>
<td>Any Other Three</td>
<td></td>
</tr>
<tr>
<td>i.</td>
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<td>ii.</td>
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<td>iii.</td>
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Q.28 Generally, candidates selected for NDA are more than the IMA. It results in surplus candidates selected for NDA being rejected being low in merit. Do you think that names of such candidates should be kept in waiting list and they should be deemed as selected direct for IMA/OTS after graduation by just conducting their medical examination only?

(a) Best Suggestion
(b) Appropriate Suggestion
(c) Fair Suggestion
(d) Not agreed with this suggestion
(e) Can’t Say
Q.29 What should be the weightage of all the tests which are presently conducted at the time of SSB interview? (Give percentage weightage to each test)

<table>
<thead>
<tr>
<th>Stage</th>
<th>Day</th>
<th>Process</th>
<th>Test</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1</td>
<td>Screening</td>
<td>Intelligence Test</td>
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<td></td>
<td></td>
<td></td>
<td>Picture Perception Description test</td>
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<td>2</td>
<td>2</td>
<td>Psychology Test</td>
<td>Thematic Apperception Test</td>
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<td>Word Association Test</td>
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<td></td>
<td>Situation Reaction Test</td>
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<td></td>
<td>Self-Description</td>
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<tr>
<td>3</td>
<td>GTO Day-1</td>
<td>Snake Race</td>
<td>Group Discussion</td>
<td></td>
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<td></td>
<td>Progressive Group Tasks ( Group of 20)</td>
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<td>Half-Group Tasks ( group of 6-7)</td>
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<tr>
<td>4</td>
<td>GTO-Day-2</td>
<td>Group Discussion</td>
<td>Lecturette</td>
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<td>Group Planning Exercise</td>
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<td>Individual Obstacles Task</td>
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<td>Command Task</td>
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<td></td>
<td>Personal Interview ( on all days)</td>
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<td>5</td>
<td></td>
<td>Conference</td>
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</table>

Q.30 Since Army and Para military forces are today engaged in similar kind of job, do you think there is a possibility of having a common selection system for defence and Para military forces.

(a) Most Agree  
(b) Fairly Agree  
(c) Agree  
(d) Disagree  
(e) Can’t say
Q.31 Some candidates get rejected with a marginal difference only once their marks are computed on a scale. They may be possessing rectifiable qualities and are likely to show improvement once exposed to such an environment. Do you think they should be provisionally selected, provided some preliminary training for some-time and then sent to officer’s training academies?
   (a) Most Agree
   (b) Fairly Agree
   (c) Agree
   (d) Disagree
   (e) Can’t say

Q.32 Officer’s once retire at the younger age as compared to their counter-parts in civil, hardly get any compatible job outside in the civil. This factor causes a deterrent amongst potential candidates as well as resentment amongst retiring officers as they feel jobless at a comparatively younger age. Do you think guaranteed employment in the government/private sector till the age of 60 commensuration with the rank and profile of the officer will improve the intake and quality of officers in the Indian army?
   (a) Most Agree
   (b) Fairly Agree
   (c) Agree
   (d) Disagree
   (e) Can’t say

Q.33 Due to technological advancement, officers are expected to react to situations in a real time. Do you think, basic qualification for entry in to the army should be changed and knowledge of basic science/computer made compulsory for selection?
   (a) Most Agree
   (b) Fairly Agree
   (c) Agree
   (d) Disagree
   (e) Can’t say

Q.34 What elements should be contained in the interview report?
   (a) Qualitative evaluation of the applicant (in classes such as ‘very good’, ‘good’.)
   (b) Quantitative evaluation of the applicant (scores)
   (c) A written psychological portrait of the applicant
   (d) Specific recommendations to help the instructors when the applicant is enlisted
   (e) Combination of all
Q.35 There is an acute shortage of officers in the Indian Army. What do you think is the main reason for the same? (Tick one you think most appropriate only)

(a) Economic factor
(b) Risk factor
(c) Motivational factor
(d) Trend
(e) Family pressure
(f) Any other Factor

Q.36 Presently, three officers (Group Testing Officer, Psychologist and Interviewing Officer) check the applicant during five days of interview period. If the applicant scores less marks in one and good marks in the other two, should he be selected or rejected?

(a) Selected
(b) Complete interview should be re-conducted
(c) Should be re-examined immediately for that one factor only
(d) Rejected
(e) No comments

Q.37 Indian Army Officer’s selection system is based on psychology tests, but no formal training is given to students in any school on this subject. Do you think start of psychological training in schools will have an effect in nurturing better officers?

(a) Most Likely
(b) Just Likely
(c) Least Likely
(d) Not Likely
(e) Can’t Say
Q.38 After the interview at SSB, the candidate’s marks are sent to Recruiting Directorate where the marks of written exam conducted by the UPSC are added and final merit is prepared. Do you think that once the candidate has already cleared basic UPSC test to appear for an interview, only SSB marks should be considered for the final merit?

(a) Most Agree
(b) Fairly Agree
(c) Agree
(d) Disagree
(e) Can’t say
ADDITIONAL QUESTIONNAIRE FOR OFFICERS

(Please put your answer in given box)

Q. 1 Is the selection system objective and fair?

(f) Highly objective
(g) Marginally objective
(h) Just objective
(i) Inadequately objective
(j) Can’t Say

Q. 2 Do you think there is a need to change OLQs due to frequent changes in the role of armed forces?

(f) Must Change
(g) May Change
(h) Change
(i) No Change
(j) Can’t Say

Q. 3 Do you think defence training should be compulsory for all Government jobs for at least 3 months?

(f) Most Agree
(g) Fairly Agree
(h) Agree
(i) Disagree
(j) Can’t say
Q.4. Do you agree that there should be a separate officers’ selection system for different arms and services?
   (f) Most Agree
   (g) Fairly Agree
   (h) Agree
   (i) Disagree
   (j) Can’t say

Q.5 Do you think there should be different officers’ selection system for different roles of officers?
   (a) Most Agree
   (b) Fairly Agree
   (c) Agree
   (d) Disagree
   (e) Can’t say

Q.6 Do you think the present selection system should change from ranking to most suited/suited system of selection?
   (a) Most Agree
   (b) Fairly Agree
   (c) Agree
   (d) Disagree
   (e) Can’t say
Q.7 Should the merit system be maintained for a stipulated time like in many other countries?

(f) Most Agree
(g) Fairly Agree
(h) Agree
(i) Disagree
(j) Can’t say

Q.8 Do you think allocation of Arms & Services be made based on the merit system at the time of interview?

(a) Most Agree
(b) Fairly Agree
(c) Agree
(d) Disagree
(e) Can’t say

Q.9 Do you think that no screening test on the first day should be held?

(f) Most Agree
(g) Fairly Agree
(h) Agree
(i) Disagree
(j) Can’t say

Q.10 Do you think there is a requirement of a Defence University to train the applicants before they appear for the interview?

(f) Most Agree
(g) Fairly Agree
(h) Agree
(i) Disagree
(j) Can’t say
Q.11 Do you think five days interview should be reduced to three days process only by cancelling the screening test and holding the conference on the third day itself?

(f) Most Agree
(g) Fairly Agree
(h) Agree
(i) Disagree
(j) Can’t say

Q.12 Do you think candidates selected for NDA if low in merit be considered as selected for IMA/OTA after their graduation?

(f) Best suggestion
(g) Appropriate suggestion
(h) Fair suggestion
(i) Not good
(j) Should be tried

Q.13 What should be the weightage of each test at the time of interview?

<table>
<thead>
<tr>
<th></th>
<th>Upto 20%</th>
<th>20-40%</th>
<th>40-60%</th>
<th>Above 60%</th>
</tr>
</thead>
</table>
(f) Screening Test
(g) Psychological Tests
(h) GTOs Tests
(i) Interviewing Officer
(j) Can’t Say

Q.14 Do you think there is a case of a same selection process for Armed and Para Military Forces?

(f) Most Agree
(g) Fairly Agree
(h) Agree
(i) Disagree
(j) Can’t say
Q.15 Should the borderline candidates be provisionally selected and given some training before entering the academy?

(f) Most Agree  
(g) Fairly Agree  
(h) Agree  
(i) Disagree  
(j) Can’t say

Q.16 Keeping technological advancement in mind, should the basic entry level education be made 10+2 with Science for NDA and Science graduates for IMA/OTA?

(f) Most Agree  
(g) Fairly Agree  
(h) Agree  
(i) Disagree  
(j) Can’t say

Q.17 What do you think is the best method to rank the candidates?

(f) Qualitative Evaluation  
(g) Quantitative Evaluation  
(h) Psychological Portrait  
(i) Specific Recommendations  
(j) Combination of All

Q.18 The candidate getting less marks in one test and passing in other two should be selected or not.

(f) Selected  
(g) Re-conduct complete test  
(h) Re-examine only one factor  
(i) Rejected  
(j) No comments
Q. 19 Do you think psychology teaching should start at school level itself?
(f) Most Likely
(g) Just Likely
(h) Least Likely
(i) Not Likely
(j) Can’t say

Q. 20 Should the candidates qualifying in the interview be considered as selected and written test marks should not be added to make the merit?
(f) Most Agree
(g) Fairly Agree
(h) Agree
(i) Disagree
(j) Can’t say

Q. 21 How frequently the selection system should be reviewed?
(f) Once in three years
(g) Once in six years
(h) Once in ten years
(i) Any other option

Q. 22 Is the present selection system getting adequate publicity?
(f) Yes
(g) No
(h) Can’t say

Q. 23 Should the UPSC written examination be modified to suit present day education system?
(f) Yes
(g) No
(h) Can’t say
Q.24 Should DIPR organize more interaction with SSBs & UPSC to enhance the quality of selection?

(f) Yes  
(g) No  
(h) Can’t say

Q.25 Should SSB appointments be considered as best staff appointments?

(a) Yes  
(b) No  
(c) Can’t say

Q.26 Should Psychological tests be upgraded & new tests be brought in?

(a) Yes  
(b) No  
(c) Can’t say

Q.27 Should the officers posted at training academies be allowed to have an attachment at SSB Centres & vice versa to know the selection process more intimately?

(a) Yes  
(b) No  
(c) Can’t say

Q.28 Should more SSB Centres be initiated to cater for more candidates?

(a) Yes  
(b) No  
(c) Can’t say
Q.29 Should GMAT/ GATE/GRE etc passed students be directly called for the interview?

(a) Yes
(b) No
(c) Can’t say
QUESTIONNAIRE FOR SSB OFFICERS

(Tick only one appropriate answer)

Q1. Are you aware of the policy laid down by the DG recruiting?
   a) Yes
   b) No
   c) Can’t Say

Q2. As a policy, are you aware of the aims and objectives of the selection process?
   a) Yes
   b) No
   c) Can’t Say

Q3. Are you consulted by the DIPR for any kind of feed-back on selection system?
   a) Yes
   b) No
   c) Can’t Say

Q4. In your views, how frequently the selection system should be reviewed?
   a) Once in three years
   b) Once in six years
   c) Once in 10 years
   d) Any other option (say-------------------------)

Q5. Do you think the society has been affected by social factors?
   a) Yes
   b) No
   c) Can’t Say

Q6. Has the society been impacted by economic factors?
   a) Yes
   b) No
   c) Can’t Say

Q7. Do you think technological advancement has affected the society at large?
   a) Yes,
   b) No,
   c) Can’t Say

Q8. Since the same society provides officers to Armed Forces, do you think that Q 5, 6, 7 have affected the qualities of officers?
Q9. Do these factors also affect the intake of officers?
   a) Yes
   b) No
   c) Can’t Say

Q10. Do you agree that the role of officers have changed to Aid to Civil Authorities, maintenance of law and order and carrying out anti-terrorist operations etc.?
   a) Yes
   b) No
   c) Can’t Say

Q11. Keeping the new role and societal changes, do you think OLQs as being checked during interview are adequate?
   a) Yes
   b) No
   c) Can’t Say

Q12. Do you think some OLQs need to be deleted from the list? If so, what all?
   a)
   b)
   c)
   d)

Q13. Do you think keeping present and future requirements in mind; some new qualities need to be added? What all OLQs should be added?
   a)
   b)
   c)
   d)

Q14. Do you think the present selection system will hold good for selecting officers for next 30-40 years?
   a) Yes
   b) No
   c) Can’t Say

Q15. Do you think the present selection system is getting adequate publicity?
   a) Yes
   b) No
   c) Can’t Say
Q16. Do you think 5 days interview can be reduced to just three days?
   a) Yes
   b) No
   c) Can’t Say

Q17. What all tests can be deleted to make it three days interview?
   a)
   b)
   c)
   d)

Q18. Do you think any new test should be added to suit present and future requirements?
   a)
   b)
   c)
   d)

Q19. Do you think only up-coming officers should be posted to SSB centres?
   a) Yes
   b) No
   c) Can’t Say

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QUESTIONNAIRE FOR DIPR OFFICIALS

1. The Policy on Officers Selection in the Army has been laid down by Recruitment Directorate and the detailed process has been laid down by the DIPR. What in your views are the main points which were kept in mind while framing the selection process?
   a) Are DIPR officers aware of the policy?
   b) When were the last guidelines laid down?
   c) What are the guidelines?
   d) Are the guidelines adequate to meet the present and future requirements?

2. As a policy, what is the aim and objectives of the selection process? What kind of feed-back system exists between DIPR and Recruitment Directorate and do you propose any change in the system?
   a) What is the aim and objective of selection process?
   b) What are guidelines from Recruitment Directorate?
   c) How frequently you send feed-back to them?
   d) What kind of feed-back system you propose to have between DIPR and Recruitment Directorate?

3. What kind of feed-back system exists between DIPR and SSB centres? What kind of system should be adopted to improve the selection process and how frequently review of selection system should be carried out?
   a) Is there any feed-back system?
   b) How frequently they interact?
   c) What kind of feed-back system exists?
   d) How frequent it should be held?
   e) How frequently the system should be reviewed?
   f) Any other suggestion?

4. The society at large has been affected by the social, economic and technological factors. The same society is providing officers to the army. In your view, has it impacted the intake and quality of officers? What in your view needs to be done to check deficiency of officers in the army?
   a) Has the society been affected by social, economic and technological factors?
   b) How does it impact the intake of officers?
   c) Why acute shortage of officers in the army?
   d) Do these factors affect the quality of officers also?
   e) How can we check the deficiency of officers?
   f) What needs to be done to face this challenge?
5. The employment of officers in the past is different than today. It will further change in near future with the change in technological advancement and warfare techniques. Do you think present selection system is suitable to select the future officers?
   a) Difference in past, present and future requirements of officers?
   b) What kind of role is expected from future officers?
   c) Adequacy of present selection system to meet future requirements?
   d) What needs to be changed?

6. Considering the present and future requirements of officers, do you think the present set of OLQs is sufficient to meet the future challenges? What kinds of change are required to be made in the OLQs and how to implement them?
   a) What kinds of OLQs are needed for future officers?
   b) Are present set of OLQs adequate to meet future requirements?
   c) Is the present selection system adequate to carry out selection of officers for future?
   d) What changes/modification you feel needs to be carried out in the present selection system?
   e) How the changes should be effected?

7. The present system is shrouded in mystery. The candidates are unaware of the tests being carried out which is directly adding to the acute shortage of officers. In your view, what all should be made public without compromising on security to improve upon intake and quality of officers?
   a) Why present system is not being made public?
   b) Do you think lack of knowledge affecting intake and quality of officers?
   c) What all can be made public?
   d) What should be the publicity system to attract more and better candidates?
   e) Will the awareness amongst youth help to improve intake and quality of officers?

8. The present selection system is very old and needs to be amended to suit present and future requirements. What in your view should be done to re-engineer and re-structure the selection process?
   a) Are you satisfied with the present system?
   b) What needs to be changed and how?
   c) Do we need to change no. of SSB centres?
   d) Is there a need to change the no. of interviewers?
   e) Will training the candidates before interview help?
   f) What all new tests need to be added?
g) What all tests need to be deleted?
h) Is the five days interview system adequate?
i) Can the system be made to complete interview in 3-4 days?
j) Can any test be conducted on-line? If so, name them?
k) Any other change?
QUESTIONNAIRE FOR PROSPECTIVE CANDIDATES

Question-1. Were you aware of the selection process before arriving for the SSB interview?
   a) Yes  
   b) No  
   c) Can’t Say

Question-2. Did you prepare yourself for the interview through coaching academy or any other method?
   a) Yes  
   b) No  
   c) Can’t Say

Question-3. Are you satisfied with the selection process?
   a) Yes  
   b) No  
   c) Can’t Say

Question-4. Were you informed about the various tests to be conducted during interview by the SSB centre or Recruitment Directorate?
   a) Yes  
   b) No  
   c) Can’t Say

Question-5 Do you think the present system is just and fair?
   a) Yes  
   b) No  
   c) Can’t Say

Question-6. Did you have adequate knowledge of the detailed tests before appearing for the tests?
   a) Yes  
   b) No  
   c) Can’t Say
Question-7. Keeping present and future in mind, do you think the selection system needs to be changed?
   a) Yes
   b) No
   c) Can’t Say

Question-8. Are you aware of the Officer Like Qualities (OLQs) being tested at the time of SSB interview?
   a) Yes
   b) No
   c) Can’t Say

Question-9. In your opinion, do you think there is a need to change the Officer Like Qualities (OLQs) to meet future requirements?
   a) Yes
   b) No
   c) Can’t Say

Question-10. Why do you want to join army?
   a) Good income
   b) Adventurous life
   c) To Serve the country
   d) No other option available
   e) Any other reason( specify)
      I.
      II.
      III.

Question-11. Did you try or are trying for any other job?
   a) Yes
   b) No
   c) No Comments

Question-12. What kind of job would you prefer if you have an option?
   a) MNC
   b) Own Business
   c) Civil Services
   d) Defence Services
   e) Any Other (specify)
Question-13. If you have an option, what kind of job would you prefer?

a) Which earns you good income
b) To lead a comfortable life
c) To live an adventurous life
d) To stay close to the home-town
e) To stay close to friends and relatives

Question-14. Do you think there should be some training system for the potential candidates before they appear for the SSB interview?

a) Yes
b) No
c) Can’t Say

Question-15. What difficulties did you face while facing the interview?

a) No knowledge about the tests
b) No knowledge how to prepare
c) No time available
d) Lack of English language
e) Lack of confidence
f) No formal training available