CHAPTER 7
SUMMARY OF FINDINGS AND RECOMMENDATIONS

The Border Security Force came into existence on 1st of December 1965 by amalgamation of various State Police Battalions into one Force. The Force was then raised with a meagre strength of 25 Battalions on 1st of December 1965 as against the present size of 157 Battalions. The role & task assigned to the Force has undergone many changes.

The Border Security Force is the largest para military force of the world. They stand vigil night and day, guard the frontiers, preserve and instill security among millions across 6,600 kms. of India’s territorial land borders and is performing a dual role both during peace and war. During peace it is guarding the international borders and the line of control in the state of J&K and is also actively involved in maintenance of law and order in the country. It is heavily involved in countering insurgency both in the urban and the rural areas. During war it actively assists the Army in defending the sovereignty of the country.

Border Security Force is an Armed Force as per BSF Act and has been charged with the responsibility of ensuring security of India’s Borders. Border Security Force is deployed over a vast area comprising of the complete Indo-Pak Border, Indo-Bangladesh Border and also along a short stretch of Indo-Myanmar Border. The deployment along these Borders has been made by establishing a chain of Border out Posts (BOPs). Excluding the deployment on the Line of Control (LC) in J&K, there are precisely 1286 BOPs and 56 temporary posts. The average area of responsibility of a BOP varies widely from place to place. While it is approximately 3.2 Kms in Punjab Frontier, it is 5 Kms in Rajasthan and Gujrat Frontier. In the
later case the variations within are high when we compare Bikaner Sector (approximately 6 Kms) and North Bengal works out to 5.1 Kms and 5.95 Kms approximately. In Assam, Meghalya, Manipur, Nagaland, Tripura, Cachar & Mizoram Frontiers the average area of a BOP is 6.33 Kms and 6.5 Kms respectively but both the Frontiers have wide variations locally. This data would give a distorted view if the level of security is judged strictly on the basis of responsibility of the BOPs.

A Battalion in Punjab Frontier has an average area of responsibility of 32.5 Kms, the same for Rajasthan and Gujrat Frontiers is 70.2 Kms, i.e. more than double. While in West Bengal the comparable data for South Bengal and North Bengal Frontiers is 115 Kms and 106 Kms respectively, In case of AMM&N (Assam, Meghalya, Manipur and Nagaland) and TC&M (Tripura, Cachar and Mizoram) Frontiers is 78.7 Kms and 100 Kms. A look at the extreme characters will reveal that a Battalion in Punjab has only one third of the area of responsibility when comparing the same with West Bengal.

It is a matter worth pondering as to how such wide variations can be allowed when the rate of trans-border crimes and density of population on the borders is much higher in West Bengal in comparison to those of Punjab. These figures suggest that our deployment pattern has not been fair even though it may be argued that length of the border is not a single consideration and there are many other factors to be considered before deployment is decided. Even if such an argument is accepted, the ground realities may still not justify such wide variations. The near parity in terms of average area of responsibility of a BOP is about 3 to 5 Kms.

When we talk of a prahari or a Borderman, the imagination takes us to a man who stands as a watchman of our Frontiers either single or in a group, secluded from civilization in the remotest and hazardous of terrain, whose sole mission is not only guarding the territorial integrity of the country or stopping transborder crimes but also protecting our national heritage, honour and dignity. He stands
there as a symbol of country's might giving sense of security to the
countrymen by sacrificing his comforts for the comforts of others.
Little is known and talked about his feelings, the stress and
compulsions under which he performs his duties with will or without
will.

Journey of a borderman starts into BSF from the day he makes
up his mind to join BSF. Some join with the urge to put on uniform
and lead an adventurous life, motivated by family traditions or certain
mental constrains formed during childhood. The majority however
does not come to seek adventures but to seek employment or earn a
livelihood. After enrolment, comes his foundation training. While
undergoing training, the less motivated succumb to the rigours of
training and quit. Majority however sail through happily. Training
welds the new comers into teams and arouse the feeling of
comradeship. Training also motivates them towards a purpose and
the feeling of patriotism become dominant. It builds up their physical
and mental strength. Initial feeling of "employment seeking" turns into
dutifulness and urge to seek adventures. Latent potentials of heroism
start coming to surface. He gets ready to take risks and accept
challenges. Initial reluctance turns into initiatives and he becomes a
full fledged borderman from raw substance. After his foundation
training, Prahari goes to his unit which is his abode till retirement. He
gets another home away from home and develops a kinship with his
comrades and seniors. While dreaming about his family at home, he
shares his sorrows and happiness with his colleagues and superiors.
As he grows in the organization, he keeps forming his impressions
about it, which govern his behaviour and attitude. During the study,
the researcher also studied the general psyche of borderman as to
how he thinks about the organization from different angles by
interacting with them at the BOPs.

Bordermen are generally very proud of their Force, its history,
culture and esteem. Unlike regiments of the Indian Army whose troops
are drawn from a particular region or the state police forces where
locals form the organization, BSF is an amalgamation of troops from all corners of India of various religions, castes and creeds and represents a true and secular face of India. This is perhaps the inherent strength of BSF, which has seldom been accused of partisan conduct and is always in demand for law and order duties. BSF men feel fully content with their job as it meets their professional requirements and allows them to work in very congenial and homely environment. They have a strong conviction that BSF is far better an organization then any contemporary Force in the Country.

The only dilemma however faced by a Borderman is about the clarity of role of the Force. BSF which is primarily a border guarding Force is very heavily involved in CI-role; that too for a prolonged duration. In fact BSF started drifting from its border guarding role from 1971 Indo-Pak war with its large scale involvement in liberation of Bangladesh. Today CI (Counter Insurgency) role of BSF is as synonym to its name as guarding of borders. There is a strong feeling amongst BSF men that BSF is almost doing all kinds of duties which is the primary role of other organizations raised for that purpose. As an example, BSF will be required to fight a conventional war, shoulder to shoulder with Indian Army (as per war time role of the Force). As on today, a large number of BSF battalions are performing the same role on LC (Line of Control) as regular infantry battalion. Army is however not sharing the BSF load of guarding the borders. There are organizations like Rashtriya Rifles, Assam Rifles and CRPF which are meant to fight internal disturbances in the country including CI (Counter Insurgency) operations but BSF is shouldering their responsibility too and almost one third of the Force is committed on CI-role in Kashmir and North-East, Contrarily none of these organizations have ever been called to guard the borders shoulder to shoulder with BSF. Not only this, BSF had also been called upon to fight naxalite problem in Andhra Pradesh and capture sandal smuggler Veerapan in Karnataka, which were basically police functions. It is however creditable to its men that they have never
allowed such feelings to come their ways towards sincere discharge of their duties which they perform with a broad smile on their face.

Other Findings of the Study

Observations and findings on all the aspects on which the detailed study and research has been carried out are given at the end of each chapter. Some of the major findings and observations on the aspects of recruitment, promotion, training, morale and motivation which emerge out of earlier findings are given in the succeeding paras.

Recruitment and Promotion

• Our survey revealed that the direct recruitment in BSF is undertaken only in case of Constables, Sub Inspectors and Assistant Commandants. The boards are detailed for recruitment of Constables by different frontiers and training institutions and the vacancies allotted to them are filled by them from different states. To avoid corrupt and fraudulent practices the concerned district SPs and DCs are informed and their help is obtained. The BSF intelligence agencies are also deputed to provide information to avoid any corrupt practices, but still there may be some black sheep who may indulge in such activities. There have been cases in the recruitment rallies where medical officers, officers and subordinate officers and other ranks involved themselves in corrupt practices. A strict disciplinary action was taken against them as per BSF Act and Rules and were punished. Generally the system of recruitment is streamlined, standing operating procedures have been prepared and sent to all the units and formations which is being followed in the force. To avoid corruption and political interference, the responsibility of recruitment of SI (DE) and AC (DE) has been assigned to Staff Selection Commission and Union Public Service Commission respectively.

• It is significant to learn the motivating factors to join the tough job such as those in BSF. In order to find out the same a few
questions were framed. Our survey revealed that most of the officials join the force for getting employment. They did not have primary urge to put on the uniform or having any patriotism feelings. BSF personnel perform a very onerous job. On their shoulders rests lot of responsibility of the country. A sentry on duty during day or night, if joins the smugglers or other miscreants the sanctity and security of the border and the image of the force is maligned.

- The survey also revealed that there are various streams of induction into BSF. SOs come from ranks as well as direct induction. Officers also come from various sources i.e. from ranks, direct enrollment, ex-Army and IPS. Different streams of SOs and officers have different professional approaches which leave the bordermen in a dilemma. The common joke at the BOP is that if inspecting officer is from Police, they should prepare trans-border crime datas, list of criminals on both sides of the border, list of eminent persons in the area and census data etc. And if the inspecting officer is ex-Army, then be ready to brief on the view point about important land marks, roads and tracks, siting of weapons, DF (Defensive Fire) tasks, enemy approaches and cleaning of morchas etc. BSF men have a feeling that organisation is not developing professionally as the commanders have more of a personality oriented approach because of their back ground and impose their experiences rather than improving upon the established norms of the Force. All major policies of the Force change with change in hierarchy. BSF men feel that unless their commanders are grown up in the force from BOP and Company level, they are not able to understand their feelings and carry out job and training need analysis of the Force. Similarly in the lower rung, if the Company Commander is with ministerial back ground, the records and book keeping of that Company will be excellent though it may lack operational punch.
Earlier the constables were promoted as Lance Naiks and Naiks before their promotion to the rank of Head Constables. The 5th Pay Commission in its Report recommended that the vacancies of Head Constables so increased be filled by senior constables and the rank of Lance Naiks and Naiks be deleted. Accordingly, all those constables who were approved for promotion to the rank of Lance Naiks and Lance Naiks who were approved for promotion to the rank of Naiks were promoted to the rank of Head constables and two rungs in the promotional ladder were removed in one go. Thus all the vacancies of Head constables were filled by Senior Constables, Lance Naiks and Naiks. Because of these promotions there were hardly any vacancy left for future promotions in the rank of constables till the vacancies were created by superannuation of Head Constables or their promotions to the rank of Sub Inspectors. As a result, senior constables who have put in more than 15 Years service and have qualified pre-promotion cadre are unable to get further promotion because of non-availability of vacancies. This has caused lot of resentment amongst other ranks and they want that the earlier system of promoting the constables to the rank of Lance Naiks and Naiks and Head constables be restored. This would create interest in service amongst other ranks.

The survey also revealed that though number of posts of Head constables was enhanced considerably, two rungs in the promotional ladder were removed in one go. Resultantly a constable has to wait 15-16 years for his first promotion and consequently it has become difficult to maintain the motivational profile. A constable attaining the rank of Lance Naik and Naik was being elevated to the status of an under officer where by he was not to perform certain duties which are to be done by the constables. The abolition of the ranks of Lance Naik and Naik had also resulted in difficulties on the functional plane as these appointments are important notches in the
command structure of an Armed force and is crucial to operational performance. The BSF cannot be compared to the Delhi Police as the duties and functions performed by them are not comparable.

- The rank and file are dis-contented with the promotion policies invogue in the Force. At present the Force has a strength of 2,08,103 and is predominantly officered by the Cadre officers, Officers on deputation from Indian Police Service and from the Army. The force has a total strength of 3092 Group A officers. At the level of Assistant Commandant 50% of the vacancies are filled by way of Direct recruitment, 33% by promotion of eligible Inspectors and 17% by limited departmental examination from among eligible Sub Inspectors/Inspectors. From the rank of Assistant Commandant, both the promotees and direct entries are on common seniority. The Direct recruitment of Assistant Commandant in BSF is now made by UPSC. Comments/Observations on this system can be made after the officers join the units on completion of basic training. By introduction of Limited Departmental Competitive Examination, 17% posts which were earlier filled by promotion of Senior Inspectors are now to be filled through LDCE. Senior Inspectors are therefore upset and demoralised and want that these vacancies be restored to them for their promotion.

- Posts upto the rank of Addl DIG are filled exclusively from among the cadre officers barring one odd post being filled by a deputationist when a particular skill required is not available within the Force. At present only one Post of Comdt, out of a total of 211 is held by a deputationist. At the rank of DIG, 60% of the posts are to be held by the cadre, 30% by the IPS deputationists and 10% by serving/retired Army Brigadiers on deputation/re-employment. At the time of inception of the Force and in its formative years when the integral cadre was not available with required maturity and service there was a
requirement of taking Army officers on deputation in the rank of Brigadiers. Now that the Force is 39 years old and since cadre officers with more than three decades of service are available and stagnating in the rank of Comdt. and ADIG, (Additional Deputy Inspector General) there appears to be no rationale in continuing with taking Army Brigadiers on deputation. Moreover, the Army Brigadiers are not bringing any value addition to the Force. At the level of IG only six posts out of a total of 17 (33%) are accessible to the cadre. There are eligible DIG’s of the Cadre with more than 30 years of Gazetted Group A Service who would be wasted out in the rank of DIG for want of sufficient number of posts for the cadre in the rank of IG.

- Due to the internal security situation in the country in the year 1984, 54 additional Battalions for the BSF were sanctioned by the Government. This caused some fissures. Many of the people in the junior rank got pre-matured promotion which resulted into following weaknesses in the junior leadership :-

(a) PLAY SAFE : One of the common problem with the junior leadership is to play safe in a situation of crisis. This is because of two reasons. Firstly, they lack confidence in their own capabilities. Secondly, they suffer from a phobia of prosecution should they go wrong. With proper briefing, motivation, training and rewarding, this tendency can be curbed to a large extent.

(b) DO AS TOLD :- With the extensive deployment of BSF units in Kashmir and other parts of the country, regular training has suffered very severely. This has resulted into a decline in professionalism at the junior level. Junior leadership though carries out the assigned tasks in a meticulous manner but generally lack in extending the scope of assigned task at their own initiative.

(c) MAKEUP WHEN POSSIBLE :- Due to exact nature of duties whether on border or LC, a tendency is creeping into the troops
to snatch time whenever possible from their routine and go to relax. This is a very harmful trend which makes the troops complacent and leads to avoidable casualties on LC and dilution of vigilance on the border. With proper human resource management this tendency can be curtailed to a large extent.

- It is incorrect to compare the BSF with any other CPOs as the mode of functioning, the operational philosophy and the tactical responses of the Force to the situations and challenges in the wide operational spectrum in which the force is functioning to include international border, line of control, CI operations and operating along with Army during actual hostilities and hot war situations are distinct and separate from all other CPOs. By organization, role and task and mode of functioning, the Force is more akin to the Army rather than the Police Forces.

Promotion prospects in Armed Forces to successive higher ranks get constricted due to essentially tapering pyramidal structure and the basic structural parameters can not be compromised in the interest of accelerated career progression without functional hazards. Multi port entry at the level of SI and Asstt. Comdt in the case of the BSF also contribute to certain career management problems peculiar to the Force. As there is a limitation to cadre reviews by way of creation of additional posts and also the fact that up gradation of the posts would entail degradation of the ranks in an Armed force course other cadre management problems.

**Training**

BSF has four premier training institutions, five minor training establishments and nine subsidiary training centres. Ministry of Home affairs has selected five institutions of BSF as centres of Excellence where training is updated keeping in view the operational requirements of the force. More emphasis is being given on practical training and outdoor exercises and the rank and file are generally
satisfied with the latest techniques, programmes and infrastructure developed in the force. The objectives set out by force headquarter training directorate are generally being met but still there are some grey areas which are highlighted in the following paras:

- Training is a command function. Due to excessive deployment of the force on Counter Insurgency role there is a crunch on manpower. BSF troops have to excessively perform their duties wherever they are deployed and as a result training has become the biggest casualty. Besides relying on technology, latest arms and equipment, there is need to impart training to whatever troops are available by the commanders at different levels in the units. This is not being given due importance in the battalions.

- The survey also revealed that due to the changing role of BSF, multifarious duties have been assigned to the force during the past 16/17 years. To update the training needs for attaining the operational efficiency of the force, there is a need of research and development in the BSF for which there has to be a proper infrastructure with efficient staff having a good background of BSF working in different types of operational situations and who have interest in training are to be posted in this cell. A small cell is presently functioning in BSF Academy, Tekanpur, with skeleton staff and is not properly equipped. This cell is functioning under Force Headquarter. It is reported to be not very effective in its functioning. The main task of this cell is to carry out research, establish needs of training, methodologies and provide standardized input material to help the organisation in organising the training keeping in view the operational requirements of the force.

- Similarly, due to non-availability of reserves, the collective training of the Battalions has not been carried out due to over-commitment of the Force on internal security duties. The training companies are not being made available to the
Battalion Commanders. As a consequence, no collective training is being conducted in the BSF Battalions for the past about a decade. Emphasis is being laid on “On the Job Training” which can never be a substitute for the collective training.

- During hot war BSF troops face the initial brunt of the battle. The Army takes over the operational responsibility much later. The BSF has to fight the war with the available resources. In plain areas the enemy advances with tanks. The BSF troops in the initial stages have to take on the enemy with small arms, as anti-tank weapons, (like Recoilless guns and Rocket launchers) and other heavy weapons are not available with them.

- The training is the process of increasing the knowledge and skills of a border-man for doing the assigned job. It is an organized activity to create a change in the thinking process, attitude, behaviour pattern and to up-grade the skills of the serving members of the organization to enhance the organizational efficiency and productivity. Therefore, it is essential that the Force Personnel remain in constant touch with the latest developments in training by sending them on various courses in the Training Institutions. The present day requirement is to perform efficiently while deployed on anti-militancy duties in Kashmir and elsewhere in the country. To impart practical training to the trainees on anti-militancy duties special infra-structure like built up areas, light equipment and weapons which are lighter in weight and efficient in fire-power, firing on moving targets, breaking the ambush while moving in a convoy, study of old cases and the remedial measures to be adopted, exploding/defusing of IED and many other subjects have been found to be not properly emphasized. To run this course, efficient Instructional staff and infra-structure is required which may not be possible for one Force to Organize. The BSF officers during the interaction also expressed that such
type of course should be run centrally in the country for all the CPOs and SPOs.

- For achieving success in anti-Militancy operations in J&K, Quick Re-action Teams are formed in each Battalion. The personnel of these Teams are young in age, have quick reflexes and are trained in Commando Operations. The BSF Officers and men, informed that most of the success has been achieved by the BSF through these Re-action Teams. It would be worthwhile to consider that the militants make hide-outs and take shelter at the high altitudes. To undertake the operations against militants at such places, a lot of time is wasted for reaching those places on foot because the roads are not available. For quick re-action, if heliborne operations are undertaken swiftly, success can be achieved. For this Helicopters are required in the effected areas which can be utilized on requirement basis for operational efficiency of the Force.

- The survey revealed that BSF suffered casualties in J&K because the Battalions were moved from the Eastern Theatre where there is hot and humid climate into Kashmir Valley and Doda District without any pre-induction training. The Troops without any training and motivation, when inducted in a militancy prone area, are bound to suffer casualties because of lack of knowledge of the area, physical fitness and hazards of the climate etc.

- Training of all ranks, from the jawans to junior leaders and senior officers, in Human Rights and sensitising them to this very important issue is essential. This training has to start at the basic level and new entrants to the force need to be taught the requirements of adopting a humane approach and the circumstances under which Human Rights violations are likely to occur during operations. Para military Forces like the BSF have undertaken sensitization of the force to human rights in a.
big way through seminars, workshops and inclusion of the subject in the syllabi of both basic and in-service courses. BSF has also roped in the services of ICRC (International Committee of Red Cross) towards training its personnel on Human Rights issues. A booklet containing instructions and Do's and Don'ts on Human Rights have also been circulated to all BSF personnel. Following aspects need to be covered in training, both during basic and in-service courses:

(a) Genesis of international concern for human rights.
(b) Human Rights provisions in UN's Charter. International Humanitarian Law and Indian Fundamental rights-a comparison.
(c) UN Code of Conduct for Law enforcement officials.
(d) International Human Rights Organisation and Amnesty International.
(e) Execution, torture and other such inhuman treatment-Accountability and punishment.
(f) Human Rights in criminal justice administration.
(g) Code of Conduct of Security Force personnel; and
(h) Respect of religious places and women folk.

The analysis of the data also disclosed that the BSF cadre officers, were rarely being detailed on the Border Management study Tour/Courses in foreign countries. Study tour for BSF trainers/field comdrs to countries facing trans border problems akin to India i.e. USA, Mexico, South Africa/Zimbabwe, Israel, Palestine, Syria, Lebanon, Turkey, Kergistan, South Korea, North Korea and China, Vietnam, may be arranged to help the officers to broaden their horizons and understand the mechanism of border guarding techniques of other nations. Similarly the vacancies on foreign courses allotted to BSF cadre officers are not commensurate with the large number of officers available in the Force. Hence majority of the Officers are
deprived of the exposure to latest techniques/trends, required for effective border management as well as to fine-tune their professional competence.

**Morale and Motivation**

- The duty hours of a BSF man are very long. On an average, a BSF Jawan performs 14 to 18 hours of duty each day on the border which not only fatigues the body but mind too. Though with time and age one gets used to such routine but at times it irritates the men and this leads to cases of indiscipline and even shoot-outs. Such acts cannot be ignored as mere acts of indiscipline but it shows the disturbed psyche of BSF men. Even junior commanders at times tend to show signs of such abnormalities. Lack of basic comforts at the BOP further compound the problem. Duties, while on Internal Security role or CI-Ops are no less tiring. Troops are asked to move to particular locations without being provided with adequate accommodation and resources. Living conditions of troops on CI-role in Kashmir are burning examples of this apathy where people don't get place even for morning ablutions. Though it is now almost 15 years since BSF had been committed on CI-ops in Kashmir the living conditions as of today are not upto the desired level and the standard 10 years ago can be well imagined. The challenges of duty with risk involvement and lack of basic amenities are bound to affect the psyche of a borderman. Owing to these reasons many prefer to proceed on voluntary retirement. Some of the cases of indiscriminate firing and human-rights violations in the initial years of BSF deployment in Punjab and Kashmir are attributed to this disturbed psyche. Resorting to anonymous writing, desertion and overstayal from leave are some of the other fall outs of this psyche.
During the survey it came to light that nature of duty in BSF seldom allows a perfect family life irrespective of rank. Officers and Subordinate officers are authorized 100% family accommodation at most of the stations. Accommodation quota for other ranks is around 40%. This reduced quota for other ranks is because of two reasons, firstly the ratio of other ranks committed on the border is more than officers and Subordinate Officers and secondly most of the other ranks prefer to keep their families at their native place. Inspite of 100% accommodation for officers and subordinate officers, there are several locations where school facilities do not exist and inspite of availability of accommodation, people prefer to keep their families either at their native places or make alternative arrangement. Fact of life remains that one serves more for the sake of his family than any other reason. If one does not enjoy proper family life or family gets neglected owing to service conditions especially education of children every one irrespective of his age and rank develops disturbing tendencies. Such disturbing tendencies are more pronounced in the younger lot especially the newly married. Many cases of suicide in BSF are amongst the newly married constables with a rural back ground. There is an immediate requirement of providing separated family accommodation to all ranks of BSF at selected locations where good educational facilities are available for the children so that the officers, Sub-ordinate officers and other ranks who are deployed on the Borders and Counter-Insurgency / Internal Security Duties, their families could live comfortably and educate their children. For this purpose BSF Higher headquarter are already carrying out a detailed study for selection of suitable sites where BSF Battalion Headquarter could be located to solve the above problem.

A BSF Jawan is entitled to 60 days Earned Leave and 15 days Casual Leave in a year. Due to service exigencies a Jawan can
go only once in a year or maximum twice if nature of deployment permits. Same is the situation with regard to officers (generally middle level and below) and SOs. Unless there are living parents, it is difficult for a BSF man to sort out his domestic problems by going only once in a year. Younger lot has problems with regards to adjustment of their newly wed wife with in-laws and the elder lot has problems with regard to education and marriage of their grown up children. Due to far flung deployment and few means of communication, BSF men are cut off from their families as they either don’t get the mail at all or it is in-ordinately delayed by months in some cases. Telephonic facilities are out of question, as the BOPs are in remote areas or their villages are not having telephones. Hard service conditions coupled with problems at home puts the men under tremendous mental stress which affect their morale. The earlier society believed in the values of joint family system. This had many advantages to the people working in uniform services. They could leave their wives and children at home and carry on with their duties in far flung areas without any worries back at home. Due to move from joint family system to individual way of life, this has caused many problems to the persons serving in organisation like BSF. Men are now more concerned about the welfare of their families and education of the children. As a result of this changing social order many capable and matured people in the services are compelled to go on voluntary retirement or get discharged from service. In the second set of questionnaire and in the interview schedule of higher level officers it was highlighted that the BSF Battalions which remain deployed in militancy prone areas and high altitude and difficult areas should be given rest and recuperation by bringing them down as reserve Battalions for training and inturn the other Battalions be sent as their replacement.
A thorough analysis brings out that BSF men were generally satisfied with the welfare schemes of the Force which are sponsored through its private funds. There is however an element of dis-satisfaction with regard to their pay & allowances. BSF men have a common grudge that the BSF is always tagged with other CPOs while determining their pay & allowances whereas it is entirely a different set up whose duties are more difficult and challenging than any other organization. BSF men have a general feeling that their cases are not being properly represented to the Government.

Achievements of BSF ever since its raising had always been remarkable but it did not get a corresponding media publicity. It is only through its deployment in various parts of the country that BSF has been known to the public. BSF while deployed in Punjab during initial phase of the militancy (i.e. 1984-1989) has many laurels to its credit and it was BSF which made initial dents into Punjab militancy, yet it did not get its share of publicity as the Punjab Police had. Due to professional differences, BSF was rather removed from Punjab in an Unceremonious manner. Similarly achievements of BSF on LC and CI-role in Kashmir and North-East are exemplary but its name seldom figure in media. Army is publishing obituaries in national press of all its men sacrificing their lives while combating militancy which is a good morale booster and a true tribute to a martyr. BSF men feel that since they do not lack duty behind any one, their sacrifices should also be acknowledged and published in the national dailies so that the country-men know about the role being played by BSF for the national cause. BSF has many Institutions of International and National repute like TSU (Tear Smoke unit), NTCD (National Training Centre of Dogs) and CSMT (Central School of Mechanical Transport) but most of the public and security forces in the country are not familiar with these. With proper
media handling, BSF and its name can be brought into lime light which will encourage the bordermen and make the cadre more attractive for quality intake. BSF troops during their deployment on Indo-Pak border in the year 1971 fought the war hand and glove with the Army and during militancy in Punjab and J&K BSF officers and men, earned many gallantry awards. BSF has many achievements to its credit, the details of the achievement made by the BSF are attached at Table 2.3. There is feeling amongst the rank and file that their achievements are not prominently highlighted by the media, which is affecting the morale of the force. The PR system in the force may like to take some remedial measures.

- The recommendation of certain high-powered committees have not been implemented properly. At the time of inception of the BSF, the Emergency committee of Secretaries headed by Shri Dharmavira the then Cabinet Secretary in 1965 recommended that for every three Battalions of the BSF there should be one reserve so that no Battalion should remain on the border for more than three years at a time and a Battalion after serving on the border for three years should get back to the respective Headquarter for Refresher courses, rest and recuperation which are essential ingredients of morale. The working Group on Border Management set up in 1992 also recommended one reserve Battalion for every three Battalions. It recommended the raising of 32 Battalions in additions to 147 already existing in 1992. Instead of sanctioning 22 additional Battalions at one time, 10 Battalions were sanctioned during 1994-1996, thus making a total of 157 Battalions in BSF.

Again in the year 2000, the cabinet committee on security set up Inter-Ministerial group which assessed that there was requirement of 22 more battalions to reduce the inter-BOP distance to 3.5 kilometers in the Eastern region. Instead of sanctioning 22 additional battalions they suggested a method of cost reduction and
recommended one more company in each BSF battalion. Thus increasing the strength of the companies from 6 to 7 in each battalion. The additional companies so created have all been deployed on CI role in Jammu and Kashmir. No reserve troops are available with the battalions. Additional 22 battalions is the immediate requirement of BSF otherwise wide gaps can result in infiltration of illegal migrants from Bangladesh causing many border management problems and fetch adverse media comments and demoralize the force.

The Border Security Force is guarding 2300 Kms of the Indo-Pakistan border and 4095 Kms of the Indo-Bangladesh border. It is guarding 237 km on the Line of Control in the J&amp;K under the operational control of the Army. Since 1990, the BSF has been performing Counter Insurgency duties in Jammu & Kashmir. Some of the force is also deployed in the State of Manipur, Tripura and Nagaland on Counter insurgency duty. As on to-day 37 Battalions have been withdrawn from the borders and the sanctioned reserve of 22 Battalions and have been diverted to Counter Insurgency duties. Due to this, to-day there is no reserve battalion for training, rest and relief of the men. Training and discipline of the force has become a major casualty. The force is committed to its extremes and this is having an adverse impact on the morale of the men, leading to stress and strain and frequent cases of shoot outs and suicides in the force. The fact remains that till the BSF has the authorized number of reserves, it will have a catastrophic effect on the force, like training, rest and recuperation of troops etc.

- Inspite of heavy sacrifices made by the BSF Jawans and Officers during militancy in Punjab and J&amp;K, there is disparity in the compensation packages between the BSF Jawans and Army soldiers fighting shoulder to shoulder performing the same duties in similar areas. BSF is always operationally committed whether it is war or peace. BSF is the first line of defence and faces the first on slought of the enemy before Army takes over.
This disparity in pay and perks is causing lot of resentment amongst the BSF Jawans.

- Survey also revealed that senior officers generally do not immediately visit the place of occurrence where BSF suffers causalities due to explosion of IED/grenade during insurgency which causes a lot of demoralisation among troops. The commandant and other senior officers are supposed to visit such locations without any loss of time, to give pap talk to the troops for raising of their morale and motivating them not to get demoralized.

During the course of the study, a few hypotheses were developed relating to the major objectives of the study. In order to ascertain their validity the chi-square test was applied to the relevant data. The following results were obtained thereof.

The Chi-square tests were applied to derive results and findings based on the hypotheses and the result was as follows:

1. The hypotheses that the rank and file in BSF are generally satisfied with the recruitment system was found statistically significant. Hence the hypotheses is accepted.

2. The hypotheses that the system of selection through LDCE (limited Departmental Competitive Examination) is generally well accepted. It was found statistically significant. The hypotheses is accepted.

3. The hypotheses that there is a general satisfaction in regard to promotion avenues in BSF was found to be insignificant. The hypotheses is rejected.

4. The hypotheses that the infrastructure for training in BSF meets the operational requirement of the force was found statistically insignificant. Hence the hypotheses is rejected.

5. The hypotheses that BSF training system has not moulded as per changed role of BSF was found statistically insignificant. So in this case the hypotheses is rejected.
6. Those who joined the BSF with the aim of employment purpose only they will be having low morale was found statistically significant hence the hypotheses is accepted.

7. The hypotheses that despite the known rugged nature of duties, people join BSF to serve the nation was found statistically significant hence the hypotheses is accepted.

8. The hypotheses that training in BSF enhances effectiveness and lifts the morale was found statistically significant. The hypotheses is accepted.

9. The hypotheses that welfare schemes are well accepted in rank and file was found statistically significant. So hypotheses is accepted.

RECOMMENDATIONS

Based on the survey, interactions with BSF Officials/ Policy makers and personal experience of the researcher, the following recommendations/suggestions are being submitted for the consideration of policy makers/top BSF management. These recommendations are directed towards bringing about overall improvement in the working of various aspects of HRM in the force.

Recruitment and Promotion

♦ To avoid irregularities in Recruitment, it should be made more scientific and only upright persons who have got clean record should be deputed for recruitment.

♦ Since BSF is a very significant organisation for national security it should be manned by committed, honest and fit personnel. For selection of right type of people who have the appropriate aptitude for BSF, psychological test be introduced at each entry level for different categories of officials.

♦ To keep the versatile character of the force there should be only one stream of induction of officers in the BSF rather than taking
officers on deputation from IPS, Army, State Police Organisations and BSF cadre.

♦ The ranks of Lance Naik and Naik be restored in the BSF as these are important notches in the command structure. This will bring in satisfaction in the constabulary and will improve their performance in the operational duties.

♦ Limited Departmental Competitive Examination (LDCE) for promotion to the rank of Assistant Commandant from amongst the serving Sub Inspectors and Inspectors has caused resentment amongst the senior Inspectors who are deprived of the 17% of the posts. These may be restored for creating more promotional avenues for senior Inspectors who have very good record of service.

♦ Intake of officers on deputation from IPS and Army be dispensed with upto the rank of Inspector General since large number of BSF cadre officers who have sufficient field and staff experience and have very good record of service are available in the BSF.

♦ To remove stagnation and make the career progression more attractive senior time scale (STS) introduced for senior Assistant Commandants should be introduced in case of Second-in-Command and Additional Deputy Inspector General. Similarly more avenues be created by sending BSF officers on deputation to other organisations.

**Training**

♦ Let commanders at all levels be made accountable for conduct of training within the overall training perspective. They should be provided desired resources and guidance but made accountable for performance of their command, their training capability be objectively reflected at the time of performance appraisals. Training is the onerous duty of each executive. It needs to be scientifically planned, executed and monitored in a systematic manner. Training objectives should be formulated
on need basis, available resources and manpower and adequate infrastructure be built up for conduct of training. Training should not be treated as a liability but should be conceived on a scientific basis and executed in an imaginative and innovative manner.

♦ To meet the requirement of changed role of BSF there is a need to change the training programmes of training curriculum. To meet this requirement there is immediate need of research and development in the field of training by a well organised cell of research and development at BSF Academy Tekanpur.

♦ Border fencing has been erected all along Indo-Pakistan and Indo-Bangladesh border. To overcome the shortage of manpower more training be imparted on different types of technology like early warning devices, cobra wire, stun grenades etc.

♦ Reserve Company be provided to each BSF battalion so that collective training at company level could be carried out in rotation.

♦ Anti-tank weapons like Recoil less guns (RCL) and Rocket launchers be introduced in the BSF and training on these weapons be also arranged to meet the initial brunt of the battle in case of hot war and bursting of the bunkers/built up areas during insurgency and the training on these weapons be provided to the troops in the training institutions.

♦ In the modernization plan more sophisticated equipment and weaponry be introduced in the force to overcome the short comings experienced during the past fifteen years in counter insurgency in Kashmir and else where in the country.

♦ Commando Platoons are formed in each battalion. These Platoons should be properly trained in commando operations like search and rescue missions, raiding militant camps/ hide
outs in deep mountainous cum Jungle terrains as well as for any other special operations by quickly moving such Platoons.

♦ A central counter insurgency and training institution be established for all the CPOs. This institution should have the latest equipment for imparting training on counter - insurgency and should have proper infrastructure and qualified instructional staff. The staff for this institution may be mustered out of available resources of all the CPOs like BSF, CRPF and ITBP.

♦ For quick reaction by the BSF, heliborne operations be carried out and training on heliborne operations be provided to the troops and helicopters available with the BSF frontiers be actively engaged in CI role.

♦ Pre-Induction training of the battalions which are inducted in militancy prone areas be carried out on the correct lines to avoid BSF causalities and improve the knowledge of area.

♦ Training on Human rights as introduced in the BSF should be continued and the measures suggested in the earlier paras on this subject be reviewed time and again.

♦ BSF cadre officers be detailed on Border Management study tour/courses to other countries which are having similar trans-border problems akin to India.

Morale and Motivation

♦ Duty hours of a BSF official be reduced so that he has proper rest and recuperation for efficient discharge of duties during the duty hours. There is a need that this important aspect is given due attention so that the BSF officials remain in high morale.

♦ Living conditions of BSF officials be improved especially for those deployed on Counter insurgency duties so as to avoid suicide and human rights cases.
♦ Separated family accommodation at selected locations where educational facilities are available be provided to the BSF officials.

♦ More vacancies for BSF wards in technical colleges and business management institutions be allotted by the government because the BSF Officials are unable to pay personal attention in education of their wards.

♦ The public relations system in BSF should be improved so that the achievements of the force are properly highlighted in the media.

♦ Group of Ministers recommended additional raising of 22 battalions. Instead of raising battalions, they recommended as a measure of cost reduction, the 7th company was introduced in the BSF battalions. This system has not proved to be effective. Therefore 22 additional battalions be sanctioned and deployed on International border to plug the gaps.

♦ BSF battalions sanctioned for the border should not be withdrawn for internal security duty. Internal security duty should be performed by CRPF and Rashtriya Rifles.

♦ BSF troops always remain operationally deployed during peace as well as during hot war but their pay and perks compared to Army jawans are less. There should be no disparity in this regard. And BSF officials should be paid more compared to other CPOs.

♦ BSF senior officers should pay more frequent visits to the troops deployed in remote and sensitive areas to boost their morale.