

FOREWORD

Major D.S. Bisht's interest in Military matters has continued even after his retirement. He has busied himself with doing what he can for ex-servicemen in the area where he has settled and has already published a book on the traditions and achievements of the people of Garhwal and Kumaon Hills.

This book on selfless soldiering is, to the best of my knowledge, his second venture. In this book he has attempted to highlight the gap that exists between the great ideals which have been set up and are professed and actual practice. It also brings out the duty of all patriotic citizens to support the Armed Forces and to see that they and their dependants get their due and are not left to fend for themselves when they leave the Army after a lifetime of devoted service.

He has gone in some detail on the qualities that make a soldier, the necessity for loyalty both to your superiors and to your juniors, the imperative need of character in officers and the need to treat ones sub-ordinates with consideration and courtesy. In the chapter dealing with insurgency operation he has shown the necessity for winning the trust and respect of the Nagas and that because such wars are political in origin it is necessary to find political solution.

In his working he has quoted extensively from the speeches of such men as Gen. Cariappa, and other eminent personalities. I hope that the book will bring to the reader a realisation of what the armed forces stand for, what they are required to do, and what the country owes to the men who guard the wide flung frontier of our land so that other citizens can follow their vocations without let or hindrance.

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May 1, 1984

PREFACE

At the outset, I would like to express my deep gratitude to Lt General K.P. Candeth, PVSM (Retd), former Army Commander, who was kind enough to spare his valuable time and write the 'Foreword' for the book. I shall ever remain grateful to him for his kind words of appreciation and valuable recommendations.

It is no use talking about soldiering unless it is selfless. It would, therefore, be worthwhile to recollect all that has been said and written about soldiering from time to time and judge to what extent we have failed or that we are expected to observe the high ideals set for selfless soldiering. I have tried to cover my own experience which I do not intend to justify but it is only to give further explanations to the points I have kept at the back of my mind while practicing simple and selfless soldiering. I experienced a lot, observed a lot, and preserved all that has been written about soldiering. The result is this book. In this book I explain the very essentials that a selfless soldier as leader is expected to care for which makes soldiering something different than any other profession. I have also quoted the best that has been said and written by soldiers and other eminent personalities including our former Defence Minister and now Vice President Shri R. Venkataraman, General K.M. Cariappa (Retd). General O.P. Malhotra (Retd), General K.V. Krishna Rao (Retd), Late Lt General P.S. Bhagat and the present Army Chief General A.S. Vaidya.

The Britishers were responsible for the initial development of the modern Indian Armed Forces and therefore no better lessons could be taken from any other source except the Britishers who had acquired the basic technique of command of alien troops which we inherited after independence. How did they do that? I therefore, considered it most appropriate to reproduce the articles written before and immediately after independence on command and leadership of Indian troops as well as British troops. The experience of Britishers was certainly longer than the experience of Indian Officers Commanding Indian troops and therefore what-

ever they had experienced and written about Commanding Indian troops would remain relevant for quite sometime

The basic principles of soldiering will never change nor the qualities of leadership need to be defined again. What has been happening since the human being had taken up his self defence or fight for his survival, is the development of weapon system, the reorganisation of the Armed Forces and finally perhaps certain changes in tactics and strategies under varying geographical conditions. In the present world the reason for war can also be political, economic or historical but a soldier is to follow the principles of soldiering under all circumstances and a soldier as a leader is to practice what he preaches. The soldiers are responsible for the security and survival of the country when everything else has failed. That is the importance of soldiers as leaders and leaders as soldiers. A selfless soldier is the one who is only duty conscious or a committed soldier and is not at all career conscious. A true soldier will perform his duties without caring for any rewards or promotions and will use his might and mind only to accomplish the task assigned to him.

After the first introductory chapter 'Making of an Indian Army Officer', I have covered the book in three stages based on the motto given to Indian Army by Field Marshal Chetwode during his inaugural speech at the Indian Military Academy Dehra Dun. He said, "The safety, honour and welfare of your country comes first always and everytime - the honour, welfare and comfort of the men you command comes next - your own ease, comfort and safety comes last always and every time. This implies nothing but selfless soldiering. Therefore chapters Two, Three and Four, on National Security, Background of the Indian Armed Forces and Indian Army at War, have been written to give an idea to young officers of the Indian Army that the safety, honour and welfare of the country would always remain their first concern. In the following chapters Fifth, Sixth and Seventh I have tried to cover the other aspects to ensure the honour, welfare and comfort of the men. This can only be achieved by knowing the regiment and the troops, by maintaining

high standard of leadership and discipline and finally by the efficient command and management of the troops.

In the concluding chapter 'Farewell to Soldiering' I have tried to examine your own ease, comfort and safety. In fact one is not expected to ensure his own ease, comfort and safety except when his superiors have failed to do that. The superior commanders are, therefore, responsible to ensure ease, comfort and safety of those under their command. This may sometime result into missing the gallantry awards, due recognitions for the good job done by you and finally loss of promotions. In this concluding chapter I have tried to bring out various factors leading to inevitable supersession applicable to all. I have given remedy for the redress of common grievances and recommended to all to retire gracefully and contented so that traditions of simple and selfless soldiering are maintained in the larger interest of the country as well as the Armed Forces.

If you have been in service for few years then you should be able to judge your performance in retrospective both your achievements and failures. Very seldom you will be able to justify your failures due to any other reasons except of your own. If you think strongly that your failures were due to your superiors then your superiors have failed and not you. If you think you failed because of your subordinates then it was you who failed to understand your subordinates and provide them able leadership. As an officer of the Indian Army if you had given adequate thought to and practiced the high ideals set for command, leadership and soldiering then you are bound to be nothing but a 'Selfless Soldier.'

In the end I deeply regret for the large number of printing and other mistakes which will certainly be found in the book. I hope the readers will overlook this and derive benefit from the main theme i.e. preaching to practice and be a 'Selfless Soldier.'

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14 Nov 1984

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Making of An Indian Army Officer

The origin of Indian Military Academy dates back to the nineteenth century and the demand for home rule during freedom movement also included Indianisation of the defence services. Gopal Krishna Gokhale championed the cause of Indianisation of the public services and demanded greater participation in the governance of the country. The demand for the grant of the king's commission to Indians was initially resisted for the reason that Indian trained leaders, in time of emergency, might use their experience acquired in British schools to the detriment of the British interests. Nevertheless, Imperial Cadet Corps was set up to train selected Indians of proven loyalty mostly from princely and other landed Zamindar families.

During the First World War, the Indian Army fought gallantly and thousands of Indians laid down their lives while fighting for British empire in Europe and Africa. Total of 53,486 soldiers were killed in various theatres of War, 64,350 were wounded and 3,762 men were missing. All this strengthened the demand for Indianisation of the Army. In 1917, the Britishers took an important policy decision and the Indianisation of the Army started during the same year and thirty nine officers including General K.M. Cariappa were granted king's commission. Later the king's commission was thrown open to Indians belonging to the families of unquestionable loyalty. With a view to provide necessary preliminary training of Indian boys for entry

into the Military College at Sandhurst in England, the Prince of Wales Royal Indian Military College (now known as Rashtriya Indian Military College) was set up in Dehradun in 1922.

In 1923, the matter was raised again in the Legislative Assembly by many Indian leaders for National Army to be officered by men belonging to the nation. Subsequently the policy of the British authorities to place Indian officers to command Indian Army units only, was also objected. In 1928, the Indian leader once again took up the matter in the central Assembly which was forcefully advocated by Pandit Motilal Nehru, Pandit Madan Mohan Malviya and Mr Mohammed Ali Jinnah for complete Indianisation of the Army and also to get rid of the Europeanisation of the Army. The Britishers, however, continued to delay the Indianisation of the Armed Forces in India as they doubted the Military leadership qualities of the Indians. They had classified Indians into martial and non-martial classes. The martial class were considered to be good fighters but lacking in intellect while the non-martial were fighters to be lacking in martial spirit.

The Indian leaders continued to voice their demand and took up the matter before the round table conference held in London in 1930. Finally a committee of experts was constituted under the Chairmanship of the Commander in-Chief in India to prepare a scheme to establish a Military College in India. The committee selected Dehradun to establish the proposed military college which they found ideal due to its easy accessibility, temperate climate, forest and rugged hills which provided ideal training ground for learning the 'Art of War'. It was somewhere here that Guru Dronacharya had taught the sons of Kuru and Pandu the 'Art of War' who were the main adversaries in the Mahabharata War fought about three thousand years ago. The old campus of the Railway staff college was acquired for the Academy. Thus the Indian Military Academy was established on 1 Oct. 1932 and inaugurated on 10 December 1932 by Field Marshal Sir Philip W. Chetwode Bart GCB, GCSI, KCMG, DSO,

then Commander-in-Chief in India and Brigadier LP Collins, DSO OBE was appointed its first commandant.

The Academy has since developed into a premier institute of international repute producing officers for the Indian Army. While it started with only about forty cadets in 1932 per year, today it has about 900 gentlemen cadets including many cadets from Asian and African countries, The Academy has also undergone many changes in its organisation, designation and upgradation due to increasing demand during emergency and changes in training period from time to time. It also has now an Army Cadet College Wing under the Commandant of the Indian Military Academy who is of the rank of the Lieutenant General.

The Academy symbolises the highest spirit of nationalism and produces officers of very high calibre and professional competence. Over a period the institute has won many laurels and roll of honour as the Chetwode hall tells you the glorious deeds of its products. Some of the well known gallantry award winners are Late Lt. General P.S. Bhagat, PVSM, VC, the highest British gallantry award, which he won as second Lieutenant during second World War. The highest national award for gallantry, Param Vir Chakra, was posthumously awarded to Major Som Nath Sharma in 1947-48 Jammu and Kashmir operations. Captain G.S. Salaria won the Param Vir Chakra in 1961 posthumously while serving with the Indian contingent in Congo. Major Hoshiar Singh (now Lt Col) and late 2/Lt Arun Khetarpal won the highest gallantry award during 1971 Indo-Pak War.

Every six months some 30000 bright young graduates from every corner of India apply for commission in the Army. Out of these only about 200 graduates are admitted into the Academy after a gruelling selection process which includes written examinations, psychological tests and medical boards. Some 250 cadets enter the National Defence Academy of whom after three years of Joint services training and graduation, 200 cadets join Indian Military Academy and the remaining go to the Air Force and Naval Academies. Another 50 young men come through Army Cadet College after graduating. Thus every six months,

a fresh batch of some 450 cadets join the Academy. These young men are the cream of Indian youth having both intellectual and martial qualities. They are given training in leadership and the art of war at the Indian Military Academy from where they pass out as regular officers for the Indian Army. General K.V. Krishna Rao, PVSM, former Chief of the Army Staff, in his message during the Golden Jubilee year celebration in 1982, had said, "Military Spirit is built upon the sense of honour and sacrifice, comradeship and adventure. These are the values that draw the right kind of officers into the Army. To guarantee victory, we have to ensure that the cream of the nation's youth come forward to bear arms for their motherland. Standards can not be diluted and I know the Academy has, and will, always endeavour to produce the best officers with these leadership traits".

Today a cadet is selected by Services Selection Board based on a very well organised selection system adopting the most advanced psychological and scientific methods. He is subsequently trained to be a specialised military officer and is further given extensive training to develop and practice high leadership and soldierlike qualities. In my opinion, nothing more or better can be said or read 'On becoming an officer' than what one is told at the time of the passing out as commissioned officer from the Indian Military Academy, Dehradun. I think every officer of the Indian Army should read again and again the opening address and the closing address by the Commandant of the Indian Military Academy, the address by the reviewing officer at the passing out parade and finally the 'Parchment Commission' given by the President of India which is often forgotten and lost for ever.

This, I feel, is the first step to follow the path of true soldiering. A true soldier must, from time to time, review his own performance in the light of the golden principles of soldiering laid down for him by his predecessors. If we are able to practice even fifty percent of what is preached to us or what we preach to other then we would have adequately ensured the safety, honour and welfare of the country. In this first

Chapter I have tried to recollect the relevant extract from the addresses given by the Commandant of the Academy and by the reviewing officer at the time of the passing out parade.

During the opening address the Commandant said, "As your Commandant, I have great pleasure in welcoming each one of you to the Indian Military Academy. Here at this premier institution of our country you will be trained as potential officers for the famous Indian army. The fact that you will be trained here so as to be able to serve the Country, the Nation has done a great honour to you individually.

Since its inauguration on 10 December 1932 by the then Commander-in-chief, the late field Marshal Lord Philip Chetwode, this academy has earned a great distinction and reputation for itself. You are now sitting in the famous Chetwode Hall which truly reflects the very heart and tradition of the Indian Military Academy. You can see the regimental colours of some of the finest regiments of Indian Army and of the erstwhile State Forces that were laid to rest in the Chetwode Hall on 25 January 1950, when India became a Republic. These colours bear testimony of the proud and glorious histories earned through blood, valour and chivalry earned by the various units in the various theatres of War. On the various Rolls of Honour boards, you will read names of the gallant young men commissioned from this Institution, who have won various gallantry awards in the various Theatres of War. Quite a number of names in the Roll of Honour are those who have paid the supreme sacrifice of their lives in doing their duty for the country. When you see this, you must imbibe the spirit of courage, bravery and self-sacrifice of which we in the Indian army are the proud inheritors from ages past."

"The late Field Marshal, in his inaugural speech, described the duties and responsibilities of an officer in the following words:-

"THE SAFETY, HONOUR AND WELFARE OF YOUR COUNTRY COMES FIRST, ALWAYS AND EVERY TIME.

THE HONOUR, WELFARE AND COMFORT OF
THE MEN YOU COMMAND COME NEXT.
YOUR OWN EASE, COMFORT AND SAFETY COME
LAST, ALWAYS AND EVERY TIME.”

“These lines are etched on the wooden panel of the Chetwode Hall and has been the guiding spirit to those of us who have had the honour of being commissioned from the Academy. This motto act as a beacon light to you all, throughout your service and after that as well.

“The Colours of the Academy are Steel Grey and Blood red. Grey, which stands for Steel-symbolises strength and resilience and Red signifying Blood-symbolises sacrifice in devotion to duty. In our Academy Crest you see the crossed swords which represent Valour, the Chakra which is the National emblem and the Torch which stands for knowledge. Our motto therefore, is derived from it VEERTA AND VIVEK meaning Valour and Wisdom.

“The aim of training at this Academy is to train Gentlemen Cadets so as to fit them for a regular commission into the Indian Army. Here you yourselves will lay the foundation on which to base your progressive and continued developments as an officer. In achieving this we pay particular attention to various aspects of Military training which includes to develop the highest standards of leadership, moral and physical courage, discipline, loyalty, integrity and physical fitness. Every act of yours must be an example to your subordinates, worthy of emulation.

Integrity, both professional and personal means uprightness and honesty in dealing with all. You must never be tempted to gain advantage at the cost of others for the wrongs or mistakes that you yourself are responsible for. You should accept your mistakes and consequences that may follow, rather than make petty excuses and take shelter behind legal quibbles. Never tell lies. To justify one lie you may have to tell a hundred lies and at the end be caught and disgraced. Never fall a victim of favouritism and parochialism. If you favour one, you lose the respect of a hundred others. Give every man his due. Judge your fellow men by their true worth and

do not be suspicious of them. It is only a guilty mind that suspects others. Never be vindictive or do things in anger. Let passion die before you act and you will not go wrong. Gentlemen, so far the Indian Army's reputation and stock for Integrity in our National life has been high and we intend to keep so.

“Loyalty to your Country, Arm/Regiment, subordinates, contemporaries and your superiors is one of the essential qualities of a leader. Don't be yes-men. Be frank in expressing your views when asked for, but do so tactfully. Don't have a negative attitude just for the sake of appearing frank and being different. Loyalty is a two-way traffic. If you expect your subordinates, contemporaries and superiors to be loyal to you, you must give them implicit proof of your loyalty. You must identify yourself with your superior's mind and give him your views, but once he has taken a decision, then you must implicitly and faithfully carry out his orders. You must win the confidence of your seniors by straight forward acts, and give them your confidence as your senior and elder. You can do this by spreading his virtues and not belittling him or back-biting behind his back. You should go to him for all matters in which you require guidance or have a doubt.

“I next come to loyalty to your colleagues. Here a loyalty will clash with your self interest and in many respects with loyalty to your seniors. Loyalty to your colleagues, is that you will not let them down or belittle them in front of others, especially your seniors and instructors on courses of instruction, to gain your ends. You would extend whole-hearted co-operation to them for what is good for the side rather than for an individual. It is, building up of mutual trust and confidence, knowing that each will stand by the others.

“Finally, loyalty to your juniors. This requires intimate knowledge of your juniors and as appreciation of their hardships and troubles and not by paying mere lip service for their welfare. It means accepting responsibility for their failures and giving them credit for their successes. Be quick to defend your subordinates from abuse.

“Discipline means a system of rules for conduct and to know your duty and to do it implicitly. There are no degrees of discipline—it is either there or not. If you permit even a trivial laxity, however insignificant it may appear to you, you are deviating from discipline. A minor laxity or deviation may cost several lives in war. An officer is the final authority within his command and he is the custodian of discipline. Therefore, he must himself always set an example of a much higher standard of discipline to his men to follow. Any tendency to deviate from orders, once given, must always be guarded against. Never give the slightest hint of disagreement with orders from your seniors when passing instructions to subordinates. Ample opportunities are given to express views but once an order is given, it must be obeyed promptly, implicitly without reservations and in the correct spirit. Cultivate the habit of always being punctual and let this habit remain with you throughout your life. Punctuality is a virtue. You must also develop the habit of having a tidy room, work table and so on. You should know the Standing Orders and obey them in letter and spirit. You will find that we insist on the highest standards of discipline here and quite rightly so, because discipline is the bed-rock upon which the Army functions. The discipline maintained here is not out of fear of punishment but founded on your pride of belonging to the Indian Military Academy and your pride in yourself and in every thing you do.

“The Army is a team, which must function without friction. Co-operation is very essential for its efficient functioning. The ultimate aim is the success of the team, in which give and take by various components has to take place. Do not let personal interest come in the way of mutual interest of the team. Co-operation, therefore, essentially is a spirit of give and take in a true sportsman-like spirit. In this institution, cadets join from the National Defence Academy, Army Cadet College, direct entries from the Colleges and the National Cadet Corps, and Technical Graduates meant for the technical arms. With such varied forms of entry there is bound to be disparity in your outlook, but I expect you to benefit from each other’s experience and help those who require assistance.

“An officer must be a good mixer socially. He should have a wide circle of friends, admirers and well wishers. A man who has no friends will have little satisfaction or success in life. A wider social contact is helpful in developing a wider horizon. You come from the different parts of the country and various walks of life. In fact we are lucky to have amongst us, some Gentlemen Cadets from other friendly countries. I would like you to mix freely, widen your outlook and learn to appreciate each other’s view point. You can feel comfortable at social contact if you read widely and have hobbies and thus be in a position to converse on a variety of subjects. Expensive and extravagant living particularly beyond one’s means, is no index to a good social mixer; in fact, it is quite the reverse. One can be highly social and yet live most inexpensively. In fact, there lies the art of sociability within one’s means.

“There must be quite a few amongst you with limited financial resources to meet your requirements of necessities and entertainment. I, therefore, suggest to you to live within your means and there is nothing wrong in it. It is in fact the correct way of living. There are instructions against borrowing or lending money amongst yourselves or from any member of the staff or insurance agents. Apart from being an officer like such an act will make you liable to be withdrawn.

“Not all of us have had similar opportunities and facilities for acquiring etiquette worthy of a leader and an officer. An average intelligent man given the opportunity should find no difficulty in picking up this quality quickly. I want you to learn from your senior Gentlemen Cadets and officers about proper etiquette and good habits. Good manners are the hall mark of a good officer and that of a gentleman. Therefore, it is essential that you must learn proper etiquette during your stay at the Academy.

“Mental and Physical Robustness. The functioning of the Army demands, a very high standard of mental and physical toughness. There is no room for weaklings, particularly amongst officers. In normal service life you will have to work hard and often live closest to nature, particularly in field areas. A normal healthy man seldom has any ailment, mental or physical, and it is this health,

mental and physical that you have to acquire. It should permeate through you to others. Your mental and physical outlook must be tough so that you are able to undertake the toughest of assignments cheerfully. There will be ups and downs during your training and in your service and you must not be upset with minor happenings and go about with a long face. Develop both mental and physical resilience to absorb these shocks. Learn to take everything in its stride and live cheerfully even under the most difficult and trying conditions. Never show emotions in adverse circumstances. A cool, calm and collected leader is a source of great encouragement and inspiration to his men.

“A soldier’s training is never complete. From this day onwards you will continue to learn even when you reach the higher rungs of the ladder. During your short stay at the Indian Military Academy, we shall be able to impart very basic training only. In your spare time here and even after your commission, study widely so that you acquire a comprehensive and practical professional knowledge. A broad knowledge of national and international events will give you a more rounded personality. This is the only way to keep abreast with the latest trends in warfare. Get into the habit of maintaining a professional Note Book where you note down various organisations, characteristics of weapons, rates of pay/pensions, scales of clothing/rations and jottings from articles that have appealed to you and so on.

“This is the foundation stone of discipline. It teaches you strict obedience to orders and immediate and accurate compliance with any command that may be given. It develops a soldierly bearing, pride in the uniform you wear and the unit you belong to. You must have a first class turnout at all times, which implies a clean body, a spotless uniform and being immaculately dressed whether in civilian clothes or games clothes and having a poised carriage so as to stand out amongst others. There is only one standard to expect and achieve and that is a first class standard and not the second best. In the Academy campus march about smartly, alert, observant, eyes off the ground, inquisitively looking about you, well turned out, and punctilious in your saluting. Never slouch about, with your hands in your

pockets, your eyes on the ground. All the above aspects will be taught, checked and watched during your stay here.

“Physical training, apart from the normal PT tables, will include long marches and other body toughening up exercises. The syllabus is designed to develop physical toughness and mental attitude to undertake physically difficult tasks cheerfully. The men you will be commanding on commissioning are normally tough. In order to win their respect you should be capable of setting a higher standard of endurance than any of your troops and you yourselves will have to be extremely fit hard and determined. We are going to lay great stress on your physical development during your training. In war one has to work hard, day in and day out and in order to be able to withstand the stresses and strains of battle, one has to be tough. One may get tired, but officer should never show fatigue or succumb to exertion.

“The academic subjects taught here are designed to illuminate your minds and to broaden your knowledge. In academic subjects as well as others, you should seek out knowledge for yourself, to make contributions to thought in the class room, to be active and not passive. Apart from introducing you to current affairs, military geography and history, we lay special emphasis on improving your knowledge of English. I would like you to develop good power of expression in English both written and verbal. An officer must be able to put across his case or point of view logically and forcefully. In order to do so, you need thorough professional knowledge and an ability to express yourself clearly concisely both verbally and on paper. You can acquire professional knowledge by sheer hard work, but if you cannot express your views convincingly then most of its value is lost. Your knowledge should range over the major contributions to art, science, literature and the history of mankind. We have a very fine Library here and you should derive the maximum benefit from it. As good officers you have to develop the virtue of clear reasoning, calmness in decision, objectivity in thought.

“In conclusion, gentlemen, I would like to emphasise that you

must always be conscious of the honour of being selected for training in this unique Institution. All of us have taken great and justifiable pride in the Indian Military Academy and we take equal pride in our cadets. Be worthy of this trust and confidence we have in you.

“You must always remember that you are making the Army your profession and that you are going to be professional soldiers. Here we lay the foundation of a military career and you will be given the best possible training and provided with all the facilities you require to become an efficient officer. Here you will learn the code of the Army, which is good manners, courtesy, comradeship, being honest in all your dealings and possessing integrity. Develop a robust outlook so as to be able to remain cheerful and enthusiastic even under the most trying and adverse conditions. So get down to your work and don't take things for granted and take full advantage of your time at this Academy. Strive to be professionally competent and live up to the high traditions and ideals of the Indian Military Academy and of the Army. I wish you the best of luck and successful and profitable training at the Academy. Finally, never lose sight of the famous words that the late Field Marshal Lord Philips Chetwode gave us as our motto. This will guide you throughout your stay here and throughout your service.

At the end of training at the Academy and before the passing out, the Commandant of the Academy, in his closing address said, “Gentlemen, I consider it a great privilege and honour to address you this morning. In another two days you will be leaving the Academy to become officers in our Army. To all of you this has undoubtedly been an eagerly awaited day. To me and me staff it has been a pleasure to witness your dedicated, disciplined and cheerful efforts and we value our association and the co-operation extended by you all. I would like to place on record my appreciation and gratitude to my team of officers, on the commendable work done by them in training you and grooming you into officers of the Indian Army.

“Here at the Academy, you yourselves have only laid the

foundation of your future career. It has been the endeavour of my instructors to ensure that these have been laid on sound and practical lines. From now onwards, the primary responsibility of building upon this edifice and making a success of your professional career, rests entirely and squarely on you and you alone. From the time you join your units and as you progress upward in your career, you will be advised, guided and helped by your Unit Commanders, your comrades in arms, on various qualities required of an officer, various aspects of service life—its responsibility and decorum, quite a lot of these you will accept and follow and other you will listen to and ignore at your own cost. There will be many ups and downs in your career and you have to take these in your stride. Don't lose heart in an adversity and be complacent in success. To succeed, what is required is continuous solid hard work.

“You will be commissioned into one of the noblest professions of Arms. What constraints prompted you to join it and what Arm or Service you have been posted to, is now immaterial; but the fact that you are now in it and have decided to make it a career is what matters. On the Army depends the safety, honour, and dignity of our country. As future leaders of men in our Army, you must realise the great responsibility that you will be required to shoulder for the Army and for country. In no other profession are you required to lead your men and demand of them the supreme and ultimate sacrifice - that of their lives. You will have to go where duty beckons you, and for the sake of the safety and honour of the country you will have to be prepared to even pay the supreme sacrifice with your life.

“You have now joined a profession that is very exacting and will take up all your time. The rigorous life here is nothing compared to what you will have to face in your service. This is one service which will demand precedence over the considerations of your family and yourself, and they must be made to realise and accept it. The Army is not the place for making money as one expects to do in business, but one receives enough to enable one to live within one's means to follow one's hobbies and also to save

for the rainy days. The Government pays you well and the service conditions and pensionary benefits have improved. But what one tends to forget, is the advantages that our profession and our service life gives us. A profession in the Army offers you a life of adventure, the challenges of a healthy outdoor life and a chance of seeing and serving in most parts of our vast country. Nowhere else will you find the brotherhood and comradeship that exists among professional soldiers, not only in our country but the world over. In your service career, deep and lasting friendships will be made and remade over and over again. You will draw strength from the fact that you belong to one large and happy family and such memories and associations will be unforgettable. The utter devotion and respect that you will gain from the men you will have the honour of leading and who will be willing to lay down their lives for you as their leaders, is not something you can buy. The prestige and respect which is enjoyed by the noble profession of Arms the world over, is something which neither money nor riches can buy.

“The Army demands precedence over everything else, but at the same time, it will be prudent on our part to provide ourselves and our families with the maximum security. As soon as you join your units, you must make out your WILL, contribute to the DSOP Fund and take out your insurance policy. Although the various measures initiated by the Government to compensate our families and dependants in case one is disabled or dies, but it cannot absolve us of our duties and responsibilities towards our families. We get enough pay to live in a standard expected of officers, to carry out our hobbies/pursuits as well as to save for a rainy day. Don't ever get into the foul habit of living beyond your means and getting into debt.

“If you wish to train your men in peace, to lead them in war then you have to be professionally competent. You will have to read your professional books, training pamphlets/precis, prepare and do well in the various courses of instruction. You will have to keep constantly abreast with latest developments in technology, weapons and their employment, study the latest thought on tactics and the lessons on leadership and learn the latest techniques and

disciplines in man-management. You will not only have to keep up-to-date in developments in all the spheres going on in our country but also what is happening the world over. Get into the habit of reading books, reading the newspaper daily and if you want to follow current events and see things in the correct perspective, then you must have a working knowledge of geography and economics. The foremost requirement of an officer and leader is professional competence. A commander must stand or fall by his competence.

“In order to be able to lead your men effectively and to be accepted by them as their leader, you have to train them hard and realistically and you have to gain their confidence, respect and loyalty. This you can only do by your ability as a leader, by your professional competence and by your having a genuine interest in their welfare and by your honesty and sincerity in all your dealings. From the time you join your units, the men will watch you, judge you and form their impressions of you as their leader, and over the years they will watch your progress and rise in your profession.

“From now onwards, it will be your duty to look after the welfare of your men, provide them with competent leadership, train them hard in peace for war and ultimately lead them to victory in battle. You will be answerable for your men's lives and their welfare. As I have mentioned earlier, you will always have to put their interests above your own. Don't ever try to gain cheap popularity by being lenient to them, by glossing over their faults and by joking with them in the vernacular. Such measures don't pay in the long run. In any unit/sub unit the individual soldier must feel that he matters as an individual, that his superiors care about him as an individual and that he knows clearly what he has to do and why. Every man has a good and a bad side. Develop the good qualities in each man and eradicate the bad by example and by good esprit-de-corps.

“From here you will join your Unit/Regiment/Corps,. Quite a number of you have been lucky in getting your choice, whereas others have perforce been posted to Units/Regiments where there

is a shortage of officers. From now onwards these Units and Regiments will be your second homes. In order to be happy it is best that you adjust yourself to your new environments and become part of the family. Try and get details of your Unit and its men before you join them. No matter which Unit/Regiment you join, take pride in its achievements and traditions and do your utmost to make it the best in the spheres of sports, interior economy, training and professional competence. You will have the honour of commanding some of the finest men in the world—simple, tough, devoted and utterly loyal—men who will be prepared not only to follow you, but who will even lay down their lives for their unit and the Nation. In no other profession will you find men who are prepared to sacrifice as much and yet ask for little in return. Draw strength and encouragement in all your endeavours from the men you command. The reputation and traditions enjoyed by the Indian Army have been earned and maintained by the sacrifices made by the Officers, Junior Commissioned Officers and Other Ranks of the past for so many generations and it is our bounden duty and obligation to maintain and improve on them by continuous hard work, dedication to service and sacrifice. Be worthy of your men and they will not fail you. Develop the art of leadership. Put into practice what you have been taught, what you have learned and will be learning in your careers.

“You should master your profession and make the best use of your time to master whatever there is to learn in your units. With leave and the courses you will be required to attend, you will be spending very little time with the unit and if you don’t build a firm foundation in the initial years of your service, it will be difficult for you to catch up later on. When detailed on courses of instruction or appearing in various examinations, work hard and prepare systematically so that you do well on the courses and pass the examination in the very first attempt. It is a competitive world and if you wish to succeed in your profession you have to do better than your colleagues.

“You must play games with your men and learn to umpire various games. You must also develop some interests outside

your profession and have some hobbies so that you can spend your leisure time usefully.

“You will now be occupying position of responsibilities and trust. Your behaviour must always be becoming that of an officer and a gentleman. You will be required to follow not only written rules and laws but also unwritten customs of the service, which you as a gentleman and as an officer have to follow. Be honest and straight-forward in your dealings and above all have the highest standard of integrity. Integrity is that quality above which there can be no qualification or compromise, wether the person is an Other Rank or a General - it must at all time remain supreme and unsullied. A high degree of integrity is compatible with efficiency and efficiency is vitiated by lack of integrity. Without integrity all is lost, no matter how brilliant you are. Don't ever tell lies or bluff and if you have committed a mistake it is best to own up rather than hiding things or making excuses. Your behaviour on and off duty, must always be proper and correct Any unofficer - like or ungentlemanly conduct brings disgrace not only to you, your unit, but to all of us - the Officer Corps. Be always polite and modest in your dealings with your subordinates, your equals, your seniors and the civilians. Politeness costs you nothing and humility is a virtue which will increase your stature amongst those with whom you come into contact.

“You are on the threshold of a noble profession you have voluntarily chosen. I welcome you as comrades in Arms. You are going to be the future leaders of our Army, and on your ability and competence depends the safety and honour of this Country. This you will realise is a big trust and obligations and you will have to strive very hard to live upto the expectations of your countrymen. Coming generations will remember you with gratitude for what you have been able to achieve for their prosperity, their happiness and their security. A great responsibility rests on your shoulders - that of the lives of the men you command. They will trust you and obey you and in return will ask for nothing but to be led effectively, efficiently and courageo-

usly. As to what challenges your generation will be called upon to face is difficult to say at this stage. In order to safeguard the integrity and security of our country, our generation has already had to go to war four times after Independence. I am quite sure that you all will be worthy of all the many generations of cadets who have been commissioned from this Institution.

“I again ask, whatever you do, do not forget the dictum laid down for you in the Academy :—

THE SAFETY, HONOUR AND WELFARE OF YOUR
COUNTRY COME FRIST, ALWAYS AND EVERY TIME.
THE HONOUR, WELFARE AND COMFORT OF THE
MEN YOU COMMAND COME NEXT.

YOUR OWN CASE, COMFORT AND SAFETY COME
LAST, ALWAYS AND EVERY TIME.

“Finally, I wish you all a most successful and satisfying career in the Army and may you add lustre to the traditions of the Academy and the Army.

“Stand up and be counted. When the time comes to be weighed, let it not be said that you were found wanting.

Who if he rises to station of command
Rises by open means; and there will he stand
On honourable terms, or else retire.
And in himself possess his own desire;
Who comprehends his trust, and to the same
keeps faithful with a singleness of aim;
And therefore does not stoop, nor lie in wait.
For wealth or honour or for wordly state.”

Then came the passing out parade. The reviewing Officer was more emphatic and demanding in his address and made it clear in no uncertain terms as to what was expected from a Commissioned Officer of the Indian Army. He said,

“I feel very honoured today to take the salute, Gentlemen Cadets. I was very pleased to see the drill, smartness, turnout and the soldierly bearing with which you marched past today. This service

and this profession, which is so dear to me. I cannot really make into a scenario which is in the front of me or express my feelings and my emotions at this moment; perhaps, because I haven't got command of the vocabulary, and my diction is ineffective. But giving vent to my feelings, in my own way, I can express that, should God give me a chance to be reborn, I would like to come back and serve again the Indian Army. I am really touched and most honoured today-the day which is the finest day (in your life and I can say, one of the finest days for me to take the salute.

“Your Flag has the colours - steel grey and blood red with the scroll - Valour and Wisdom’. You will have to live and play with steel and blood, with valour and wisdom. Your credo, which is engraved in the Chetwode Hall, tells you about your duties - Your Duty - your Honour - Your Country - your Men. Throughout your stay in this Academy, the thump of the foot when you marched and the beat of the drum you heard, or when taught in the class room, these hallowed words were always before you - Valour, Wisdom, your Duty, your Country, your Men. What do these hallowed words tell you? They tell you what you can be, what you ought to be and what you will be. If you properly analyse these words and act upon them, they shall remain, throughout your service, the rallying points and they will -

- build your character,
- mould you for your future role as custodians of the Nation's defence;
- make you strong enough to know when you are afraid;
- teach you to be proud and unbending in an honest failure, but humble and gentle in success;
- teach you to master yourself before you seek to master others;
- teach you not to follow the path of ease and comfort but to follow the spur of tough and adventurous life; and
- give you the temper of the will and much more, which I have no time to tell you—

and in this vein I can carry on and on, telling you what all they teach you. In a nut-shell, I would like to tell you that they make

you officers and gentlemen- a very important aspect of your life, that you should be officers and gentlemen. And it is in this Academy, that you have been trained to become officers of the Indian Army.

“ I would like to say a few words for the men. In your Credo it has been stressed that the welfare and comfort of your men always come before those of your own. Who are the men ? You may be wondering as to what they are like. Are they reliable and trustworthy ? Are they brave and are they capable of giving you victories ? These men, these soldiers are Indian men-at-arms. Their name and fame is the birthright of every Indian citizen. These men do not need any eulogy from me or praise from any one else, because they have written their own history and that history they have written in red on the enemy's breast. These men are the noblest figures, very fine military characters and stainless. They sacrifice their lives, they give every thing that mortality can give. I have often seen during my service, that they come forward to protect you in war, and after a few moments lay down their lives. When I look at them, and see them, it always comes to my mind- that you soldier, I don't know the dignity of your birth, but I certainly know the glory of your death. They die unquestioning, uncomplaining, with faith and hope of victory. They serve you most loyally, and then it is not too much, asking of you that you look after their welfare. Remember that their welfare always comes before your own.

“There are great strides of advancement in technology and development of weaponry taking place. You will have to keep yourselves abreast with all the latest developments, but all the same your mission is one, that mission is to win wars. And this mission will remain always for you fixed, determined and unavoidable. You may find during your service public problems-large and small, in various ways. We have very able and capable people to look after them and for their accomplishment they are placed there. Those are not military problems. Your very obsession of the public service should take you to your guide-post, which throws a beam of light on to your duty.-Duty-Honour-Country-Men - and

to perform that duty with valour and wisdom. I would say that you will, perhaps in your life time, go to war. You must win victories, as there is no substitute to a victory. Should you fail, the nation will suffer. So you are the spirit, to hold together the fabric of the nation's defence. I may sound as a war-monger on this issue, but I would like to mention that we soldiers always pray for peace because we know the horrors of war. We hear the deepest wounds and scars of war. As some philosopher, and if I am not wrong, it was Plato, has said that "Only the dead have seen the end of a war". Notwithstanding this prayer which I just mentioned, when the tocsin of war is sounded I am sure that you, in step with your soldiers, will march to the borders to safeguard the territorial integrity of our Country.

Now finally, Gentlemen, you are leaving this place, where you had a very protected and sheltered life. A lot of responsibility will fall on you. That burden, I am sure, you will carry with credit. You will join the officers' brotherhood. The code of officers' brotherhood is very strong. We respect and revere, with loyalty, our seniors. We give loyalty and affection to the juniors. Now, you are going to join the main stream of the officer-brotherhood, In this stream the ripples of the officers' brother-hood will mingle and merge, push and pull together, because as an individual you cannot win anything. You have to work as a team. I wish you the best of luck. "Jai Hind".

Once you have joined your unit as Second Lieutenant of the Indian Army, you are anxiously looking forward for the Parchment Commission. It is the most important yet often forgotten document. The Parchment Commission is often thrown in the dustbin or lost for ever mainly due to ignorance of the young officers today. In Old en days the Officer of the Indian Army used to feel honoured when he received his Parchment Commission signed by the President of India and he would always keep it well preserved and prominently display it in his drawing room. It is not the Parchment Commission that matters but the trust and responsibility which has been reposed on an officer by the President of the Country and issued by him under his own signature. Each word of the Parchment

Commission needs a deep understanding by every officer of the Indian Army as well as it should be seen during latter part of the service lest you forget the basic command that has been given to you with so much responsibility. Parchment Commission must be read at least once in a year by every officer of the Indian Army. This will always guide him to follow the path of true soldiering.

The President of India, then S. Radhakrishnan, presented me the Parchment Commission and in his greetings he said, "I, reposing special Trust and Confidence in your fidelity, courage, and good conduct, do by these, present, constitute and appoint you to be 2nd Lieutenant in the Regular Army from the 30th day of June Nineteen Hundred and Sixty three.

"I, therefore, charge and command you carefully and diligently to discharge your duty in that Rank or in any higher Rank to which you may from time to time here after be promoted or appointed, of which a notification will be made in the Gazette of India, and to obey such directions as from time to time you shall receive from me or any of your superior Officers and to observe and execute the Rules, Regulations and Orders of the Governance of the Regular Army.

"And, I do hereby charge and command the Officers and Men subordinate to you to conduct themselves with all due Respect and obedience to you as their Superior Officer".

Safety Honour And Welfare of the Country

(This chapter is based on an article titled 'National Security' which was written by me some time in 1975 as a young officer at the age of 34. I do not claim to have given very convincing arguments to discuss our national security system. However, it does give you the genuine feelings of a young Army Officer on Safety, Honour and Welfare of the country which is supposed to be his first concern always and every time).

NATIONAL SECURITY

For example, if we want to construct a house of our own, we will have to make best use of the land to decide the depth of the foundation and utilise the material available locally to suit the climatic conditions and to cater for all natural calamities. It is no use constructing a house with stones in the plains brought from the distant mountains. In case of any damage to such houses, stones will not be readily available to repair the house. Similarly, the national security system is based on the resources available within the country. Living under your own national security system is as good as living in your house. It is also no use getting your house constructed through a third party and similarly the problem of national security cannot be left with our friendly countries and should, therefore, be made indigenous in all respects.

Our policy of peace and friendship is as old as the history of our country. It is the influence of the knowledge received by the

people of this country from VEDAS and UPNISHADS. These principles have stood the test of the time and were preached and practiced by our great leaders like ASHOKA, BUDDHA and GANDHI during various periods of our history and these principles shall remain instrumental in shaping the future history of our country. We have rightly understood and chosen these principles but it is beyond the power of one country to force these principles on others. It is unfortunate that the policy of peace and friendship is considered to be a weak policy. Mutual friendship, universal brotherhood and religious tolerance are the basic principles for world peace, yet we cannot afford to compromise our national security for the sake of world peace.

Immediately after independence we were left to fend for ourselves by our foreign rulers without any experienced machinery to take over the responsibility of national security. Secondly, there was very little time to organise our own security system on a long term basis due to certain immediate threat to our security after independence. Since we could not lay the foundation of our national security on a long term basis, we have to find answer to our own problem. What HITLER, NAPOLEON or MAO-TSE-TUNG (Mao-ze-dong) or any other military or political genius has done for his national security may not have any relevance to our requirement. Even the experience of the past history only, cannot be made the basis to our approach to lay the foundation of our national security. What Russia, America, Britain or Pakistan have been doing for their national securities has again no bearing to our system. Some people are in favour of a system adopted by totalitarian countries while other would like to follow western pattern.

We should, however, be realistic to our own requirement, capabilities and limitations. To us as soldiers it should not matter whether the country is ruled by one political party or other, the national security system is viewed from the national point of view. The foundation of our national security system is laid on a permanent and long term basis so that we could live as a nation. National security should cater for all unforeseen eventualities.

In democracy all our problems are discussed from one's individual point of view based on one's communal, political or regional interest but the question of national security is viewed purely from the national point of view. The economy, diplomacy, unity and armed strength is used for national security and not for the security of one political party, ideology or person in power. That is how we ensure security for today and secured future for tomorrow. The problem of national security is viewed in the larger interest of the country without any pre-conceived ideas and based on realistic conditions prevailing in the country and the world. We have to therefore always look for specific dangers and real enemies to our national security without being prejudiced by any political ideologies or thoughts.

It is beyond the power of any leader, country or community to ensure world peace under the prevailing conditions. This we have also learnt from the recent history of the world. We find big powers trying to maintain their own national security at the cost of others. Whereas we have been maintaining our national security at the cost of our own people. Neither the old colonial powers could last long nor the military might of any power has been of any consequence in the recent history. Therefore, to us, the minimum aim of national security is to protect and preserve the country from all possible external and internal threats. Our approach to national security is affected by the following two factors.

Historical background

The Indian History has passed through disintegration, foreign infiltration, colonial rule and finally the freedom movement. This historical fact can not be allowed to recur in future. We should not forget that countries like China, Japan, Germany and many other countries of the world have maintained their freedom throughout their history and it did not matter as to which political party or thought guided the rule of the country. India, on the other hand, has been changing the political map from one colonial power to other. This is what should not be repeated again. We should build our unity based on our oldest

ethnic and cultural relationship. The foreigners, have time and again invaded our country and tried to convert the religious philosophy of the people and their way of living. This process continues even today through press, broadcasting media and other agencies. The policy of divide and rule has been constantly followed by all imperialistic power of the world. We must, therefore, guard against the weak points of our country which are vulnerable to the policy of divide and rule. In the past, the external and internal powers have exploited the weak points of our country on grounds of language, religion and culture. The enemy will always look for a suitable opportunity to exploit these weaknesses in future to axe its own grind.

The lessons of the history should not be forgotten. It is known that when India was on the peak of its progress, the central authority sat down contented on its past laurels. This was perhaps always due to our spiritual philosophy of contentment. This resulted into internal conflicts and disputes over minor problems and finally the disintegration of the country. The foreign powers took advantage of the opportunity and invaded the country to rule. The geo-political location of our country helped the foreign powers check effectively the developing trade with the outside world. Therefore, the approach to national security must be viewed from India's historical background. The fact that in India there has been a particular group or community of people composed of so-called Martial races who were made responsible for the security of the country, has left majority of the people ignorant and ill-informed on the subject. All this has had great effect on our approach to national security all through our past and present history. Some more important lessons that we have experienced and learnt during our last 37 years of independence will also have to be taken into account towards our approach to national security.

Democratic System of Today

This is the second important factor to be kept in view while laying the foundation of our national security. The decision to follow democratic path was certainly far-sighted in view of the

diversities that we have in this country. While we can solve all our problems through democratic means and take our own time, the problem of national security cannot be processed through, such democratic system. I think in democracy we will continue to remain divided on our all national or regional problems but we have to be one on our national security aims irrespective of our political, economical and religious philosophies. As explained earlier national security is like a house which must be there before the members of the family or the occupant of the house can work freely without worrying for the shelter.

In democracy we may find indiscipline, corruption and inefficiency and which if not checked, may pose a threat to the very foundation of national security. Indiscipline whether individual or collective breeds corruption and corruption brings inefficiency within the organisation. Due to inefficiency the economy weakens and finally the whole national security system fails. The armed forces and other para military forces are one of the delicate parts of our whole national security system and, therefore, the forces should always remain free from such ills in the interest of national security.

An apparatus for national security

In view of the historical and democratic background discussed in the preceding paragraphs suitable machinery to maintain our national security is to be created. Broadly speaking our national security system should have a strong central authority having direct control over national integration, internal security, external security and the economic growth on one side and the intelligence and foreign affairs on the other side. The possible roles of various components of our national security system have been discussed in the succeeding paragraphs.

It was due to weak central authority that our country suffered in the past. Therefore, we must ensure that we have strong central authority responsible for all the related subjects of national security. The central leadership should, therefore, be capable enough to inspire the people to stand united for one cause against any internal or external threat to our national security.

The armed forces, being the backbone of our national security system, should normally be closest to the central leadership for direct control to save time and for quick decisions which are of great importance for the correct and the timely deployment of armed forces to meet any external threat. The intelligence and the foreign relations will always remain flexible. While the intelligence should be able to collect the information in time the external affairs will be required to maintain constantly favourable international support to the cause of the country. The policy of friendship and peace could be pursued on a long term basis but the primary responsibility of the external affairs should be to maintain favourable political economic and military support for the security of the country.

National Integration is the next important ingredient for the very foundation of our national security. We have all along the history suffered due to lack of mutual understanding among ourselves resulting into exploitation by foreign powers through the policy of divide and rule. Main causes of our diversities are based on religion, culture, language, community, race, colour physical and mental complexities, food habits, political affiliations and varying economic conditions in different parts of the country. We should not give any chance to our enemy to take advantage of our above mentioned weaknesses to threaten our national security system. The forming of linguistic states and recognition of various communal parties, should not be allowed to affect national integration. The question of national integration being important to our national security so it should be tackled both on short term and long term basis, in order to attain emotional, cultural, linguistic and spiritual integration. The best way would be to have uniform national educational system. Our educational institutions should not be allowed to come under the influence of any communal or religious or political group who have narrow outlook. Although there has been considerable amount of progress towards emotional and cultural integration the linguistic, religious or spiritual integration is slow. It is time that our people change their narrow religious outlook in various forms and revert to ancient Indian spiritualism

which is universal in nature and practice. The age old Indian spiritualism is above the present day religious fanaticism.

The aim of economic planning should be twofold. Firstly it should ensure that the state of poverty, unemployment and population are kept to the minimum so that they do not become threat or burden to our internal security. And secondly it should aim at maintaining sound economic growth to achieve self reliance. In other words this will require close co-ordination of human resources, production and demand. The economic base should be so strong that the country can sustain any type of political, economic or military pressure from any quarter without compromising national security.

While democracy has given all possible security to an individual's right of liberty it does create many more problems of internal security. While we cannot deny the liberty that one should enjoy under democracy we have to check indiscipline, corruption and inefficiency in various organisations and agencies who are directly responsible to economic growth and indirectly to national security system. In a country like ours the Internal Security is as important as External Security. While the home ministry is responsible for smooth functioning of routine day-to-day administration of the public, the internal security system is exclusively responsible for all type of problems like unrest arising out of increasing population, unemployment and poverty, communal disturbances and all underground activities of undemocratic nature initiated by any internal or external power.

National Security and the Armed Forces

The history of the world is the history of the armed forces. It is with the help of military might that the rulers in the past tried to change the boundaries of their countries purely due to their expansionist policies or for loot or to gain economic advantages or for the survival of the king and the kingdom. The armed forces are the back-bone of our national security system. It will be seen that we have identical problems in India for military leadership and political leadership yet the principle applied may differ from each other.

We find centralised control of armed forces in the totalitarian countries and independent charge of Army, Navy and Air Force in the Western countries. I would like to emphasise here again that it is all immaterial, what Americans, Britishers, Russians or the Chinese have. They have evolved their own system based on their own internal political system, the size of the armed forces and international commitments. In Western countries although the Army, Navy and Air Force have independent heads at the Ministry and service Headquarters level due to the size and range of the forces, they have the forces placed under one commander in field in various region of the world, depending upon the predominant force deployed there. In India while maintaining centralised control at the highest level for proper co-ordination and uniformity, for operational purposes we could easily place the Air Force under command Army in our Northern border as the land battle will produce the decisive results and on our southern peninsula the Army and the Air Force can be placed under command Navy because the decisive result will be produced by Naval battles. Highest standard of close co-operation and flexibility can only be achieved by some sort of centralised control with dual responsibility of joint administration on one side and operations, intelligence and training on the other side. Military leadership should be able to build up a force capable of standing for a well defined cause with highest degree of esprit-de-corps, morale and fighting efficiency. While fighting efficiency can be left solely with the professional soldiers the esprit-de-corps and morale should be the concern of everyone.

In democracy, the Armed Forces are not supreme yet the importance of armed forces does not go away altogether in the context of national security. The importance of Armed forces further enhances when they are required to stand against the totalitarian countries where the armed forces have appropriate place within the whole national security system. In democracy the armed forces are also given their due place.

The present policy of soldiers' right to vote for any political party on the one hand and the restriction on his fundamental

right of expression on the other side is peculiar to our democratic system. In a totalitarian country both politician and the soldiers work shoulder to shoulder for one cause. In western democratic countries every citizen is aware of his responsibility towards national security either due to conscription or by general education of the people. In India we have peculiar problem. The armed forces have so far been manned by professional soldiers and we do find some of our people, the administrator and even the legislature ignorant of the organisation, the maintenance and the functioning of the armed forces. There are many people in this country who cannot even visualise the work or condition under which their own kith and kin may be serving in the armed forces. The faults are of no one. It may not be possible to educate such a vast population who are more worried about unemployment, poverty and their economic uplift but we must have correct understanding of the national security system including the armed forces among our educated class, the intelligentsia, the administrators, the legislators and people from every walk of life.

The present day soldier comes from the democratic society of today where he sees and learns indiscipline and corruption in every walk of life. Although the military law is strict enough to maintain discipline, acute corruption can always bypass the law even within the armed forces. These are some of the ills, if allowed to develop within the armed forces, can cause great threat to the very foundation of our national security. While corruption can be tolerated in some organisation it will work as a poison within the armed forces. The armed forces are, therefore, always kept away from such ills of our society so that they could always be an example and be the source of inspiration for rest of the people within the country. I would like to quote here the views of late Shri Acharya Kriplani, which he said on discipline, promotions and the customs of the services. He said, "There has been considerable increase in the utter disregards and defiance of the working rule and established law of political life. It is difficult to see mutual respect and good behaviour among the politicians and this is bad and still bad to see such, among the administrators. If these symptoms

are allowed to spread into the services the result would be disastrous. They have to live and die together. They are final protector of our nation. The country should remain alert in this respect or else unorderliness may spread into the armed forces". It will not be out of place to mention here that although there is put a lot of emphasis on the teaching and practice of welfare and morale among the serving soldiers, in actual fact the execution of all welfare activities has remained in the hand of purely civilian and semi-civilian organisations. The various civilian organisations working so closely with the defence services may not play their actual part towards the maintenance of the armed forces but can bring in indiscipline, corruption and inefficiency which should be guarded against.

Whether we call it esprit-de-corps or national integration it is all the same. The emotional, cultural, linguistic and finally the spiritual integration at the national level in India is the only answer for creating highest standard of esprit-de-corps within the armed forces. It does not need any further elaboration to emphasise that the national integration has direct effect on the esprit-de-corps of the armed forces. In fact, the existing integration within the armed forces is an example for the people in the country. The present system of recruitment based on caste and community may have to be changed gradually to regional basis and subsequently on a national basis to achieve the aim of national esprit-de-corps.

A well defined cause is a must for the armed forces so that they could fight and are always ready to sacrifice without any hesitation. Even though every soldier affirms that he will bear true allegiance to the constitution of India, he is primarily responsible to maintain the territorial integrity of the country from internal and external threats. Therefore the government has all the rights to use force against anyone who is found working for the disintegration of the country and is a threat to internal security.

It is my firm conviction that in a progressive society the problems of poverty, unemployment and population will continue

to exist in varying degree. However, it can certainly be reduced to some extent. It is with this background that we will continue to get the manpower for the armed forces in abundance. Knowing well that it is the man behind the gun who matters and not the gun and it is the motivating force behind the fighting soldier which matters more than the mere strength. I strongly feel that we have to make fullest maximum use of our unlimited manpower against growing modernisation of armament.

Shri R. Venkataraman, then Minister of Defence, in his independence day message on August 15, 1983, called upon the Defence forces to maintain themselves in readiness to meet any eventuality. In his address, he had given the present security environment, and the necessary steps being taken by the Government to meet the threat to maintain the national security. He said,

“Freedom is our cherished possession which our nation won after a long and relentless struggle. It is our sacred duty to guard it with all our strength. The strength of a nation depends on its well trained fully equipped and highly disciplined armed forces, backed by a robust economy and by united and determined people. This indeed is the urgent need of the hour.

“Today there is a sharp deterioration in the international political situation. Tension has been mounting in various parts of the world and nations, big and small, are stockpiling weapons of destruction. Efforts towards disarmament have been disappointing. Nevertheless India has been making continuous efforts to promote the cause of peace and friendship amongst nations. The Summit meeting of the Non-Aligned Nations in New Delhi earlier this year was yet another effort towards forging a consensus on vital issues of peace and progress. India is now engaged in giving a concrete shape to the resolutions, adopted at the summit.

“While we continue our efforts to reduce tensions and resolve problems without the use of force, we can ignore only at our peril developments inimical to our security. Our defence forces have to maintain themselves in readiness to meet any

challenge and maintain constant vigil on our borders. These are the days of short and intense wars. Such wars place a tremendous strain on the troops at the borders, who must blunt and then repulse the attack. At the same time the reinforcements have to move into their battle positions quickly and the economy of the nation must instantly switch over to sustain the war effort. In other words, there will be no time for leisurely preparations, nor room for complacency on anyone's part, no matter whether he be a farmer, a factory worker or a jawan.

“You are aware that the Government is constantly taking all necessary steps to improve your fighting capabilities by equipping you with most modern weapons. These include tanks and guns, warships and combat aircrafts and a host of other sophisticated equipment. However, the vast investments which we have been making to equip you with inventories of sophisticated weaponry would yield commensurate results only when your training keeps pace with these advances in technology. You must train hard and master the new technology so that the nation may derive the maximum advantage of every rupee that it invests in its security. It is worth reminding ourselves that without peace and security there can be no progress or development of the national economy.

“In the process of equipping you, the main thrust of our policy has been to create and expand the industrial infrastructure and our design and development capabilities so that we may take our country forward on the road to self-reliance. I am happy to say that our defence scientists and engineers have embarked on ambitious and challenging programmes relating to development of complex systems like missiles, tanks and aircrafts etc. We are all proud of our scientific and technological community and I am confident that they will achieve the objective of reducing the dependence of our country on outside agencies in the vital field of defence production.

“In the ultimate analysis, it is not merely the weapons, but the men behind the weapons that win wars. The Government is fully alive to this aspect and has been taking step to look after your wel-

fare, along with measures to improve your fighting capabilities. Last year we had announced certain improvements in your service conditions. This is a continuous process and steps would be taken to improve your career prospects within the constraints of our resources. I may also assure you, that the Government will accord high priority for the improvement of certain basic amenities for you and your families, specially in the field of housing and education of your children.

“My numerous visits to our far-flung bases have convinced me at first hand that the security of our country is safe in the hands of our Armed Forces, whose men cheerfully carry out any task assigned to them, regardless of the hardship and privations. Your lofty traditions of heroism and valour on the battle field are a matter of pride for the entire nation.

“Your services to the civil administration in times of distress have been no less valuable. You have served the people with devotion and compassion during floods and other natural calamities and have gained the gratitude of the suffering people. During this year, you have taken up yet another field of activity in service of man, nay, of the very earth itself. I refer to the units of Territorial Army that are being raised for carrying out vital ecological tasks in Uttar Pradesh, Rajasthan and elsewhere. This is a kind of activity that will have a far-reaching effect in the years to come.

“There is another aspect to which I would like to draw your attention, particularly of Other Ranks, who are about to complete their active service. The ecological and other new units of the Territorial Army are being raised exclusively from amongst ex-servicemen of the region in which they will actually operate. There is another corps reserved for ex-servicemen—the Defence Security Corps whose service conditions have been greatly improved since last August. A pensioner can now serve for another 15 years in the Defence Service Corps and earn a second pension for himself. Some State Governments have been raising armed police units from amongst their ex-servicemen. In this manner, while man must retire early so that the armed forces maintain their youthful profile, the Government has been taking fresh steps to increase job oppor-

tunities for retired personnel. We have added facilities for your self-employment, after you retire from active service. We have also improved your post-retirement benefits since last January. I am sure that ex-servicemen with their training, experience and discipline, have much to contribute to the nation after completing their active service in the armed forces. Indeed, old soldiers have excelled themselves in diverse walks of life and I am confident that they will do better in future.

“The Armed Forces are also the best example of national integration. It is amongst you that we have the nation’s cream of the youth, drawn from all sections of society and from all parts of our great country. The spirit of brotherhood you have developed among yourselves is a shining example of national integration which you can spread wherever you may be posted.

“On this happy occasion, I wish to remind you, our valiant officers and men of the Armed Forces that the Government and people of India repose a great confidence in you and your prowess. The Government does all that is in its power to equip you well and to look after you and your kin. Let me assure all of you that the nation is proud of you, of your high discipline and morale and of your steadfast patriotism and alertness. The nation marches on the path of progress and prosperity with the assurance that its security is in safe hands.”

It is therefore, necessary to create general awareness among our educated class, intelligentsia, administrators, legislators, various political and religious groups and the people directly or indirectly responsible for the security of the country so that we could give due consideration to the relevant factors which are applicable for the national security of our country. People have remained ignorant and ill-informed about the national security in general and the armed forces in particular. The profession of soldiering was the prerogative of the so-called martial races. Due to our vast population there is no possibility of conscription being imposed in the country nor it is likely to function like in the totalitarian countries. However, due to future trend of wars no one will be able to escape from its effect in one form or other. While in the past security

meant the survival of the king or the ruler, today it means the survival of the country and its people as an independent nation, where every citizen has equal opportunity to aspire and fulfil his own individual ambition and be collectively responsible for national security.

Background of the Indian Armed Forces

The Indian Army is the largest and most powerful of the three services. It has a long and distinguished history. The Indian Army was formed in 1947, when the British Indian Army was divided into the Indian Army and the Pakistan Army. The Indian Army has a long and distinguished history. It has fought in many wars, including the First World War, the Second World War, and the Indo-Pakistani Wars. The Indian Army is a professional fighting force, and it is committed to the defence of the country. The Indian Army is a proud and distinguished fighting force, and it is committed to the defence of the country. The Indian Army is a professional fighting force, and it is committed to the defence of the country. The Indian Army is a proud and distinguished fighting force, and it is committed to the defence of the country.

In the Indian Army, the rank of Major General is a high rank. It is the highest rank in the Indian Army. Major Generals are responsible for the command and control of large units of the Indian Army. They are also responsible for the training and development of their subordinates. Major Generals are also responsible for the administration and logistics of their units. Major Generals are also responsible for the maintenance and repair of their units. Major Generals are also responsible for the recruitment and selection of their subordinates. Major Generals are also responsible for the discipline and conduct of their subordinates. Major Generals are also responsible for the morale and motivation of their subordinates. Major Generals are also responsible for the health and welfare of their subordinates. Major Generals are also responsible for the safety and security of their subordinates. Major Generals are also responsible for the environment of their subordinates. Major Generals are also responsible for the culture and values of their subordinates. Major Generals are also responsible for the identity and pride of their subordinates. Major Generals are also responsible for the loyalty and devotion of their subordinates. Major Generals are also responsible for the courage and bravery of their subordinates. Major Generals are also responsible for the honour and glory of their subordinates. Major Generals are also responsible for the respect and admiration of their subordinates. Major Generals are also responsible for the love and affection of their subordinates. Major Generals are also responsible for the friendship and camaraderie of their subordinates. Major Generals are also responsible for the trust and confidence of their subordinates. Major Generals are also responsible for the respect and admiration of their subordinates. Major Generals are also responsible for the love and affection of their subordinates. Major Generals are also responsible for the friendship and camaraderie of their subordinates. Major Generals are also responsible for the trust and confidence of their subordinates.

Background of the Indian Armed Forces

Indian Army

Having seen the national security system of the country, the young officer must know what the Army stands for. He must, in nutshell, know the role of the Army and in our context the role of the Army should be seen and studied after independence and its performance to maintain national integrity and territorial integrity of the country. I do not intend to tell anything else but an exhaustive and well thought letter by the then first Commander-in-Chief, General K.M. Cariappa, OBE, which he addressed to all officers of the Army on 1 May 1950 i.e. immediately after India became a republic on 26 January 1950, adequately covers the background of the Indian Army, its foundation and the role that was given to the Indian Army after independence.

In his letter General Cariappa said, "I send all officers of the Army, the following message. I earnestly hope that every officer in the Army today will take all that follows in the spirit in which it is written and will live upto the requirements stated, hundred per cent in the service of our country.

"As I have often told you all, at various places I have addressed you. I have nothing but admiration for the very satisfactory way in which you have all carried out your respective tasks in the few years we have been a free country. I know most of us today are holding responsible appointments with very little experience behind us. However, I am very pleased to see that

nearly every one has done, and is doing, his bit to my entire satisfaction. There have been a few disappointments, but then of course that obtains in any Army, as happened before we got our freedom.

“The object of my sending this message to you is to put over to you a few important factors which must receive the every closest and earnest attention of all officers, which would help us all to have a really first rate Army, which is there for ‘the mere asking’ if every officer gives his best at all times.

“As you know, there are today certain subversive elements at work trying to undermine our loyalty. Our troops have always been magnificent in this respect, i.e. in their sense of loyalty to the Army and the country. We can ensure that this satisfactory state of affairs continues if we keep our troops happy and contented in every way. This calls for the personal attention of every officer to the welfare of the men placed under his command. Their needs are simple. If the Jawan feels that he has an officer who is professionally efficient, a gentleman and a person in whom he can place his confidence to safeguard his personal and domestic interests, we officers will have gone a very long way to ensure that the man’s loyalty to the Army and our Government is NOT affected by subversive propaganda, however determined and insistent such propaganda may be.

“I want you all to get down to knowing your men really thoroughly, attending to their needs promptly and effectively, enquiring about their domestic matters, taking steps to redress any justifiable grievances and making them feel that they are much better individuals as soldiers than any one outside the Army. See that they get their food and their pay and allowances properly and regularly; see that they are not called upon to do things which normally are not their duty to do; treat them as gentlemen and as human beings and NOT merely as machines. Above all, you must set a personal example both in matters of moral integrity, honesty, truthfulness, smartness and efficiency in every thing you do and generally in a very high standard of personal conduct and character. The ‘Jawan’ is a very good judge of good and bad in his officers.

'As I have often said, our 'Jawans' are absolute gems. In 'Jawans' I also include our clerks, our chaprasis and our sweepers. I would like you all to make everyone of them feel that they are proud to serve under you as a Commander whatever your command may be - however big or however small it may be. I know most of you are doing this, but there may be some who, through no fault of their own but through lack of experience and guidance, may not appreciate the vital necessity of these things being done.

"One word of warning-do NOT overdo the 'Welfare business' from the point of view of providing excess of 'creature comforts'. Troops must be kept contented and happy but MUST always be kept hard and efficient in their profession. If you overdo welfare from the point of view of "creature comforts", you will make them soft. I will NOT have this.

"The second point is about our attitude towards the civilians. You know my views about this. We are here to serve the people. We must make them all feel that we, as officers, are always ready to associate ourselves with them as citizens of the land in our common efforts to serve our country, in our respective spheres of activities in giving this service. Please make quite certain that you do NOT lay yourselves open to criticism by our people for lack of courtesy and good manners in your general conduct both in public and in private. Pay due respects to civilians senior to you and be as courteous as you possibly can as an officer and gentleman, to those above you, equal to you and below you in civil life, for courtesy and good manners do NOT cost you anything. Let us set an example to the rest of our country in regard to the value of these two essentials, i. e. 'courtesy' and 'good manners'.

"The Army, when things return to normal, can be of great civic service to the people in the country. By this I mean, our Engineer units or Medical units and troops generally can be of great use to the civil authorities. The Engineers might be able to help in sinking wells, building, bridges, making roads or even constructing buildings. The Medical units might be of considerable help in combating malaria, epidemics and improving the

sanitary and hygienic conditions of the dwelling places of civilians. Troops generally could help, as they are doing now, in growing more food, planting trees and even in things like destroying wild animals which destroy crops etc. by organizing shooting parties to destroy them, as part of their training. Of course, all these services would only be rendered as long as they do not interfere with the primary tasks of all officers and soldiers i. e. being at all times to carry out their role i. e. the defence of the country against external aggression. I would like all officers in the Army to bear in mind the points I have stated above and do at all times whatever they can to help the civil authorities on the lines suggested. There is No question of any work done with materials paid for from Army Budget, being carried out free of cost to the civil authorities. Such work will, of course, be paid for by those who receive the services of the Army.

“Do NOT as officers give your personal opinion to any one outside the Army on matters on which Army Orders already exist. It is very disloyal for an officer to discuss in critical terms the policies laid down by Army authorities with civilians, no matter what position in life they hold. If you are asked to give your opinion on military matters as stated above. You should either merely amplify what has already been ordered or laid down by higher authority, but if you hold different views to the existing orders and policies, discuss the matter with the highest authority in the army concerned, such as a PSO, or Army Commander or the Commander-in-Chief.

“Please do NOT get mixed up with party politics. Officers and soldiers should NOT take an active part in political matters. You will appreciate that if we did so, we will not be serving the Government of the day loyally. Remember, we serve the people of the country and therefore, the Government of the day is that Government which is put in power by the people. This, however, does NOT mean that we, as citizens of the country, should neglect our understanding of the various political parties and their objectives. Now that we have a right to vote, it is imperative that all of us, officers and men, should be quite clear in our minds in regard to exercising our privilege of voting.

“The strength of a country depends on the high morale of the people. If the morale of the people is low and the people are not determined to face the horrors of war, no matter how gallantly troops may fight in the battle field, success will be very hard to achieve. So it is necessary that you as officers **MUST** do your bit to help the people of the country to have high morale at all times. This responsibility is, I know, **NOT** only yours, but it is also equally if not more, of the Government. I will tell you all later how you can do this.

“The third important thing is about ‘economy’. You have seen the Budget estimates in the Press. The Armed Forces consume about 50% of our country’s revenue- a sum which our country can ill afford to spend on Defence Services, but alas, it has to in the prevailing circumstances. Remember, stable economy of the country is a very potent factor in providing for the strength of our Army. To get this economic stability, the Government must have adequate finances to develop industry, agriculture, improve irrigation, health, education and a host of other essentials, which go to build economic stability. This, they have not got now. What is the good of having a very expensive Army if we suffer from economic bankruptcy. So, every one of us in the Army must do everything we can to save every pie we can, so as to ease the present financial burden on our Government. Economy of transport, petrol, supplies, equipment, accommodation, personnel all will go to help solve this problem. See that **NOT** one of these is used more than is absolutely necessary and essential to ensure the efficiency of the Army. I am sure you will all give this your very serious thought and your personal attention. Remember, as I have often told you before, we are the custodians of the tax-payer’s property. Everything in the Army such as the service of the personnel, supplies, equipment, accommodation, vehicles, animal etc. etc., all belong to him. It is our sacred duty to see that we not misuse any of these for our personal uses in any way whatever. The proper care and storage and the efficient maintenance of all stores, weapons equipment and vehicles is our personal responsibility.

“Every officer **MUST** make quite certain that public and regimental funds are **NOT** misappropriated or embezzled. This

offence is indeed most despicable. It is criminal to commit these offences. I would ask you all who are placed in charge of public funds, including your Regimental funds of all kind, to be scrupulously honest in the handling of these funds. Do NOT be tempted to use these funds for private purposes, saying "Of course, I am only borrowing this money for only a short time. I will replace it as I get my pay" and so on. Maintain always a public/regimental funds account as correctly and as thoroughly as possible ensuring that you only spend that money which you are authorised to spend by regulations and orders. Obtain receipts for every pie you pay from your funds. See that the accounts of your funds are audited by Regimental or Station Board at regular intervals. If these are not arranged by higher authority, demand that your accounts be audited. This will give you peace of mind that your accounts are in order.

"Fourthly, please deal sympathetically with all cases of ex-servicemen which come to your knowledge. If an ex-serviceman comes to you with a request for help, do NOT send him away by saying 'No, this is NOT my job'. Tell him, if it is not your job and you cannot help him, where he can go to and whom he should see for help. Remember, these ex-servicemen have done their stuff for the country. It is because of their grand work in the past, coupled without humble efforts since we have been free, that our Army today enjoys the respect, the confidence and the affection of our people. We cannot neglect the interests and welfare of our ex-servicemen. Go out of your way, whenever possible, to help them if you can.

"Your profession today is a very complex matter. The advent of mechanization and scientific warfare has increased your responsibility in regard to your being prepared as an efficient soldier and officer in the service of your country. It must be your constant endeavour to see that you are up to date in military teachings in so far as they affect, initially, your own arm of the service, secondly the Army and thirdly the three services, Army, Navy and Air Force as a whole. This calls for very extensive and continuous study. Study of foreign language is also a part of your military education. Do NOT waste your valuable time on useless pursuits. Plan your time in

such manner that you allot adequate portion of it for study without forgetting time for recreation and relaxation. You must take part in organized games, both individually and with your men. I wish we could see more horses about in our Cantonments. I know it is expensive to maintain a horse, but surely where there is a will there is a way. One can give up certain unnecessary 'frills' in life such as smoking and drinking and such other things and so save money to maintain a horse either by oneself or three or four officers getting together to maintain one or two horse collectively. All these things have been done in the past. I do not see any reason why we should not do so again. Taking part in organised games, horse riding etc play an important part in one's military training. There are so many other things in life in which you can keep your mind and body occupied in order to help you complete your military education, for example interest in amateur radio work or some kind of mechanical hobby, shooting, trips, excursions to places of historic interest, visiting districts from where your men are recruited and so on.

"As I have already said in the above subparagraph, warfare today is highly mechanized and is very scientific. If we are to keep pace with modern developments, we must give the question of scientific research and operational research our very serious thoughts. Amongst you; there may be some officers with very bright futuristic ideas in regard to our weapons, equipment and conducting warfare generally. I hope all officers will regard these two subjects i. e. scientific research and operational research, as part of their military education and obligation and to give as much time as possible for their study. As you know in order to have a really well organised and efficient industrial development in our country we must have money primarily, with which we can have machine tools and technical experts.

"It is no good our thinking in terms of "peace at any time today" neglecting our responsibility to provide for the "safety and security of the country" tomorrow. So, I would like all officers to keep thinking of the matters mentioned above.

"You must concentrate on ensuring that the basic training

of the men you command is thorough in every respect. Do NOT be slip - shod in this respect. This means your spending more time on study and training. Do NOT waste time on useless pursuits, for every second you so waste in peace you will pay for in blood in time of war for the lives of the men you command are in your hands and unless you are professionally efficient, you will only use them as "cannon - fodder" in war. These lives are too sacred to be so used. In your training pay very great attention to minor tactics because if your training in minor tactics is really sound and thorough, your problems in action will be made so much easier.

"I would like you also to make quite certain that you do not overdo your amusements. By this I mean, do not indulge too much in lavish entertainments, too much dancing and things like that. I am very sorry to see that the object of club life is NOT being properly understood by a number of officers in the Army today. At every place I have addressed you all, I have made it quite clear to you that the object of a Club is to provide facilities for officers of all classes and their families to meet at some common place as equals and to take part in games and lead a corporate life. I have also said that Clubs do help officers to get a good deal of their work done over any liquid nourishment, you may partake when you meet each other there. Please do NOT be under the impression that Club life is designed mainly for DRINKING and DANCING. If any of you do so, I would ask you to have this idea out of your minds at once. Drinking is NOT the 'hall-mark' of an officer. It is NOT incumbent upon you to drink alcohol when you go to a club. Remember, alcohol is expensive these days. Every time you pour a bottle of beer down your throat, bang goes two to three rupees (now probably 7 & 8 rupees). Think of your children's education or of putting by same money for the 'rainy day'. However, I have no objection whatever to officers drinking occasionally, but please do NOT overdo it. Remember too, standing drinks amongst officers in Clubs and Messes is forbidden by order I would very much like to see all Clubs in military stations regularly patronised by officers and their families. Meet your fellow civilian members as your friends and do NOT develop the habit of keeping away from

them, because you are in the Army and they are "merely civilians". I do NOT like this attitude.

"I would like to see the mess life kept up with all its dignity, propriety and correctness. Do NOT make your Messes cheap by inviting all and sundry to your parties. I regard messes as excellent training ground for officers of all ranks from the point of view of maintaining discipline, comradeship, teamwork and building up one's character. Make quite certain the mess is treated as a home of the officers of the unit. The furniture, the carpets, the curtains, the pictures and various things that go to complete a mess, must be simple and yet dignified. Do NOT have 'pansy' things and 'pansy coloured lights' in your messes for parties. I do NOT wish to see lavish entertainments and promiscuous drinking in messes. I want at least four Dinner Nights a week, the other nights being Supper Nights. Officers must be dressed properly at all times. On Dinner Nights, mess-kit or other accepted uniform should be worn and on Supper Nights I would like to see, as we used to do in the past, officers changing into some evening dress such as Dinner Jacket or a simple black or white coat buttoned upto the collar with black or white trousers. This latter, i.e. a coat buttoned upto the collar and trousers will be much more economical than a Dinner Jacket with collar, ties etc and it is very smart.

"A mess has always been a 'forbidden spot' for ladies. Ladies should only be entertained in messes on very special occasions. In the past it used to be only once or twice a year. But, I do not mind if messes have a separate small room where young officers can entertain married officers if they wish to return their hospitality.

"Please also ensure that not only your ante-rooms and the dining rooms are kept neat and smart, but your pantries, kitchens and so washing places are also kept equally smart and tidy.

"As regards food in the mess, it must be simple but wholesome, well cooked and properly served. I do not think it is attractive to see the table covered with bottles of all kinds of sauces, sliced onions, 'chutnies' and pickles dotted about. All

these can be kept on a side table and brought up as and when required.

"I wish to see messes used, as I have said above, as officers' home. Whilst maintaining discipline and propriety in regard to paying respect to senior officers and visitors, I do NOT wish to see messes as parade grounds where officers click their heels and stand to attention whenever they talk to a senior officer.

"A small pamphlet is being issued by the Adjutant General on mess etiquette. I would like all officers to read this and act up to the guidance given therein.

"You have often heard the old saying "Careless talk costs lives". It is as true today, if no truer, as it was during the war time. Every one of us has a very sacred duty to the people of our country whose security we have pledged to guard. Please be hundred per cent security minded at all times. Do not talk loosely in public or even in private to show off "I am in the know", merely to gain cheap popularity.

"I have already put over to you all, through your Army Commanders, the desirability of not consuming alcoholic drinks at public parties. You know the reason why. You see some of us can take drinks and some cannot. It is amazing how one's tongue gets 'Loose' after a glass or two of whisky or some such other strong drink. I have heard, much to my horror, some getting a bit too 'talkative' on service matters at public parties after they have had a few drinks. Surely we can do without these drinks at these public parties when such denying of drinks is indeed in the interests of the security of our people. It is not a matter to be ashamed of to tell your hosts when you go to a public party that you do not wish to take any alcoholic drinks. On the other hand, if your hosts know of the noble idea behind your refusal to take a drink, you will be held in greater esteem by them. This restriction is NOT applicable in officers messes and officers clubs where one generally meets one's own brother officers.

"The next point about security is about your servants. Do NOT take on any servant in your house/Mess without first having his/her antecedents, verified by the local police authorities. This

must be a standing order in every unit. Please do NOT also talk loosely in your house/Mess about service matters in the presence or within the hearing of your servant or any one else who is not officially concerned with what you are saying. Please do practice this very important subject of 'Security' with all your sincerity and devotion.

"There seems to be a good deal of misinformed talk amongst certain officers about promotions, appointments and transfers.

"Promotions are made, as far as possible, according to seniority compatible with efficiency of the officer concerned. Perhaps you know that the Military Secretary keeps a 'dossier' for each individual officer in the Army. This dossier contains very full details of the officer's past and present. When officers come up for promotion they are considered by two Selection Boards according to the ranks concerned. No. 1 Selection Board, presided over by me, consider all promotions above the rank of full Colonel. No. 2 Selection Board, presided over by a PSO and assisted by Directors, considers all promotions up to and including the rank of full Colonel.

"The recommendations of No. 1 Selection Board are put up to the Defence Minister and No. 2 Selection Board to me for final approval. In considering the suitability of officers for promotion, their past reports and their present performances at command and staff duties are given full weight too. Many an officer has been passed over for not having necessary qualifications, regardless of his seniority. There are today quite a few officers who have been passed over by those junior in service but who are better qualified to hold higher appointments. I assure you, as far as I am concerned, there is NO 'bhai-bandi'.

"Appointments are made on the principle of "A square peg in to a square hole and a round peg into a round hole". The mere factors of seniority and any special staff qualifications alone do NOT entitle one for consideration for every appointment that falls vacant. In making certain appointments and the transfers of certain officers, remember, we are going through difficult times now. The Army has so many commitments and so many appointments have to be filled. We cannot constantly keep

moving officers from one appointment to another. It is, therefore, occasionally possible some one on the spot gets a higher appointment merely to avoid some one senior to him, who has just taken up another appointment elsewhere from coming to that appointment thus saving him unnecessary expenditure etc. Suitable officers always find their proper place in the order of seniority in due course.

“People have also been talking rather loosely about some ‘prize’ appointments outside India being given to specially favoured officers. This is absolute Non-sense. Any how what are these appointments - just Military attaches. It is unbecoming of officers to talk like this. As I have said before “A square peg into a square hole; and a round peg into a round hole”. All selections are made after due consideration of the officers’ suitability professionally, and socially and after discussing the appointments at all levels. These ex-India appointments have to be approved by the Defence Minister.

“I am sorry there have been, in the last two years, rather frequent transfers of some officers. This just could not have been and cannot be helped. It is often a question of officers who are senior and suitable for appointments, being given their proper place as and when vacancies occur. If this is not done, officers then complain that they have been passed over. You can not have it both ways. I assure you no such frequent transfers will take place. You will then revert to the old policy of officers being kept on in their appointments for 3 or 4 years at a time and not moved out before, unless it is unavoidable.

“I would like to ask you all, please, not to talk loosely about these matters of promotions, appointments and transfers. I assure you, my Military Secretary and his staff always do their very best in all these matters to see every officer has a fair deal and also to avoid frequent transfers, as far as possible. I give this matter my personal attention.

“All officers in our Army today hold ONE Commission, i.e. we are all Indian Commissioned Officers. I will NOT have any one talking about ‘these King’s Commissioned Indian Officers’

and so on. There are only 87 of the 'KCIOs' left in the Army. In our Army which has nearly ten thousand officers, this is ONLY a drop in the Ocean. Remember, they spent thousands of rupees for their military education at Sandhurst. The general complaint seems to be that these officers draw more pay than the others do. I cannot see the force of their argument. Is it the desire of the ten thousand officers to get the same rates of pay as this infinitesimal number of 'KCIOs' or is it the desire that the pay of 'KCIOs' should be brought down to the lower level. In either case, to me it sounds too illogical to be considered at all. In the first case, you will all appreciate that we cannot possibly raise the pay of ten thousand officers to the level of the slightly higher pay of 87 officers, and in the latter case, in what way will it help you if the pay of a handful of these officers is brought down to your level. Please, therefore, do NOT be so unreasonable in this matter.

“We are all members of one and the same team where good comradeship, fellowship, loyalty to each other and co-operation between all ranks at all levels, are absolutely essential for the good of our Army. I have told you all, time and again, that we are the ‘pioneers’ of our new Army and, as pioneers, we must make sacrifices, personal and collective, to lay a really sound foundation upon which the edifice of the future. Army can be built so that we leave a legacy for the future officers of our Army who will always thank us for all that we have done for them I know it can be done. Nothing is impossible if only we really get down to it as officers and gentlemen in the carrying out of our duties.

“Please do NOT get into the despicable habit of becoming rank conscious. Take what job is given you. Do NOT ask for jobs. Give your best-your very best-at all times. We have all got to do this if we want to serve Army and our country well. I will ask you all again, please, NOT to indulge in another despicable habit, which is criticising senior officers, and indeed criticising junior officers also. If we all did our normal work conscientiously and completely, no one can have a single spare moment left to indulge in such talks about each other.

"I would like every officer to see that Junior Commissioned Officers, who are the back-bone of our Army, do receive their proper recognition as such and are given every facility and guidance to carry out their job well. They must continue to receive from every officer the same degree of courtesy and regard and respect as they used to enjoy before the War.

"Some people seem to think because we are a fully Nationalised Army, there is no place for JCOs in the Army. They argue that JCOs were a necessary link between the rank and file and the officers during the British regime and that such a link is not essential now as there are no more British Officers in our Army. People who so talk miss the most important aspect of this matter. To me, the JCO has always been and will be, primarily a Commander of a sub unit under the command of a Commissioned officer. These appointments i. e. commands of sub-units have been held by our JCOs most efficiently throughout the history of our Army. They withstood the test of two of the biggest Wars fought in the last 200 years. I would like every officer to regard these appointments in the manner I have stated in no other way. Such JCOs who are considered fit to be promoted Commissioned Officers, have been in the past, and will in the future, be so promoted. They will be given every help to ensure that they enjoy their full privileges and Commands of Sub Units as they did in the past. Every officer in the Army will see that the 'izzat' of our JCOs is maintained at all times.

"Finally, as long as you remain in the Army, whether you are a regular or temporary officer, please give your very best in the service of the country until the very last second you are in the Army, working as a loyal, well disciplined and honest member of this big team-our Army-as an Indian and with no communal feeling of any kind whatever. Please do NOT allow the virus of "communalism" to get into the Army. "Communalism" is most destructive "parasite" which, if allowed to grow in the Army, will spell disaster for the country as a whole. We must maintain and enhance the good name we are fortunate enough to have today, which has been so liberally and generously

expressed by our people as being a big factor which has helped and will help to provide the security and safety for our country.

“I feel absolutely certain, with NOT an atom of doubt in my mind, that all officers in my team, of which I have the proud privilege and the honour today of being the Captain, will help me in the matters I have stated above to see that we have a first class Army in all its aspects. I wish you all the best of luck”

It is also equally true that the role of the Army has changed to some extent since independence because of the experience gained over the period during 1962, 1965, 1971 Wars and in relation to internal security of the country as well as the important role of the Army i.e. aid to civil power during natural calamities. Therefore, the primary role of the Army today is to safeguard the security of the Nation. This entails maintaining a constant vigil on the border and meeting the threat of an aggression when it develops. This necessitates deployment in the forward areas wherever they may be and continuous and progressive training at all levels to achieve and maintain the highest degree of proficiency both individually and collectively so that it is not found wanting in any sphere when called upon to perform its duty. The Army is a complex machine in which every Arm and Service has its own role to perform and this dove-tailed into one another to make the machine perfect. The two elements comprising an army are the man and his equipment in that order of priority.

While the Army is busy in its various essential commitments it assists the civil administration in many ways and in addition comes to the rescue of the Nation during natural calamities, rendering assistance of various types.

By forethought and planning, the difficulties dictated by terrain and weather are overcome and every facility provided to the personnel to enable them to perform their duties individually and collectively in a manner becoming that of an Indian Soldier. Such facilities are extended to him during his service and appropriate measures taken to continue to look after his welfare when having

given the best years of his life to the service of the Nation, the time comes for him to retire from active soldiering.

The Army carries out varied tasks, whether they be the security of the border, or meeting the challenge of the aggressor or the wrath of nature. The border of India is extensive and varied in terrain, extending from the snow-capped peaks of the Himalayas to the plains and the deserts. Due to various considerations its protection entails establishing forward posts at selected places and patrolling of the intervening areas. Once a decision to establish a post in a particular spot is taken it requires to be adequately supported by fire or heavy weapons suitably located. Where roads and tracks do not exist such equipment are carried forward by the most suitable carrying agencies.

The condition of equipment kept in position for prolonged periods is likely to deteriorate unless it is regularly cleaned and maintained to ensure its efficiency at all times. The posts are connected with an elaborate network of line communications. These are initially laid periodically, checked and promptly repaired. Maintenance of the personnel guarding the frontiers all the year round poses many problems. Whether roads and tracks exist or not. Whether or not there is snow, sleet or rain, regular and uninterrupted supply of rations and material is ensured.

A soldier is trained to be self-reliant. He is capable of meeting his essential requirements despite the vagaries of weather and the nature of terrain. Life is hard and the multifarious duties keep the Jawan busy for prolonged periods. A soldier, however, still finds a place and time to keep his mind and body clean and to keep in touch with his kith and kin.

Whenever a war was forced on us the evil designs of the aggressor were successfully thwarted every time. The entire might of the Army was brought to bear on those casting an evil eye on our motherland and the results speak for themselves. This was possible only with meticulous planning and execution by a well trained, well equipped professional Army.

Recruitment in the Army is open to all volunteers provided they meet the minimum prescribed standards. A concerted effort

is made to broad base recruitment to ensure that all States in the country are adequately represented in the Army. For the jawans, recruitment rallies are held and those selected are sent to the respective Training Centres for basic training to enable them to perform their duties both as individuals and members of the team in whatever Arm or Service they may be.

As one advances in rank and service, specialised training is imparted to him to enable him to keep abreast with the latest trends in weapons and equipment thus enhancing his personal competence compatible with his increased responsibilities. In addition to his individual training he is also required to participate in exercises at various levels conducted from time to time where the knowledge imparted to him is utilised to fit him into the team. Training of individuals and teams continues throughout the year wherever the soldier may be.

Officers are recruited separately after qualifying in a written examination conducted by the UPSC and subsequent selection by the Services Selection Board. They may also be from the ranks or technical graduates. Special efforts are made to train and provide opportunities for personnel below officer rank to enter the officer cadre. They receive their initial training at the Indian Military Academy, Dehra Dun or the Officers Training School, Madras, where in addition to the normal curriculum emphasis is laid on making them physically and mentally fit to enable them to cope with the strains posed by the terrain and the nature of duties. On successful completion of training, officers are commissioned as Second Lieutenants.

Training of all ranks in the Army is continuous and courses are conducted in the various Schools of Instruction to keep them abreast with the latest techniques in all aspects of soldiering as well as to bring them upto-date with current technical developments in their respective spheres. Training and an opportunity for games and sports have indirectly infused a spirit of adventure and sportsmanship. Army personnel have taken part in mountaineering expeditions and achieved the unique distinction of successfully assaulting Kunchenjunga and Sicklemoon thus qualifying

the best performances of the most celebrated mountaineers of the world. Contributions by the officers and jawans as members of the Indian teams in the field of games and sports have been substantial.

The morale of a soldier remains high and he gives of his best when he knows that not only will he receive prompt medical aid in the shortest possible time but his family has also been provided with adequate facilities and is looked after while he is away. The soldier has, like every other person, to retire from active soldiering. Assistance continues to be provided to him for his rehabilitation and overcoming his physical handicap. Senior officers meet the ex-servicemen at various places from time to time. Medical aid continues to be provided to them even near their homes in remote areas by touring teams.

Indian Navy

India is a peninsular country and is flanked on three sides by the Indian ocean, the Bay of Bengal and the Arabian sea with the Himalayas providing some defensible border in the north. Indian maritime history can be traced back to, the Mohanjodaro and Harappa period. India carried out trade extensively with various ports in South-East Asia and the message of Buddha was carried alongwith silk and spices. Indian rulers all along maintained maritime supremacy till thirteenth century AD when it was taken over by Arab traders. The maritime power declined by the time Muguls were installed in power. Before the European colonisation, all invaders were either repelled or assimilated. European came as traders by sea and stayed to rule the sub-continent for almost two centuries before India became independent. Had India maintained or forseen the importance of naval power, perhaps India would not been subjugated and the sea power would have altered the history of the country to a great extent.

Recent geo-political development have converted the Indian ocean into a turbulent super power rivalry and the presence of foreign Navy has created instability in the region. The role and responsibility of Indian Navy has therefore increased manifold. The recent enactment of the International law of

Seas under the aegis of the United Nations has brought an area of 200 miles around the coast line for exclusive exploitation of its resources by India. This exclusive economic zone is the biggest in the Indian ocean which is more than half the land area that India covers. By conservative estimates it contains 70,000 tons of aluminium, 2300 tons of cadmium, 1700 tons of iron, 4000 tons of cobalt, 1200 tons of nickel and 650 tons of copper. Indian waters are amongst the richest in the world in view of tropical conditions that exist. The most significant single asset is the discovery of oil in the seabed and the output from Bombay High has already reached ten million tonne mark and more oil is expected to be struck along the coast area of Gujarat, Andhra and West Bengal. Ninety eight per cent of Indian trade move by sea and the volume of this trade is expected to cross the 17,000 million rupee mark. If our sea lanes were not free for the safe and uninterrupted passage of merchant ships, the wheels of Indian economy would slowly come to grinding halt. The importance of the sea as well as the Navy can well be appreciated both for military and economic security of the country. The nature of the task to be performed by the Navy and its sailors along with the soldiers of the Army for the defence and territorial integrity of the country can not be overlooked by the citizens of the country.

The Royal Indian Navy was a mere coastal Navy from 1939 to 1947. After partition the Navy was acutely short of Naval ships. The first Naval Ship INS Delhi was acquired in the year 1948. The erstwhile Flag ships after serving three different Navies viz Royal Navy of Great Britain, Royal Newzealand Navy and the Indian Navy, for over 40 years, was ceremoniously decommissioned on July 5th, 1978 and laid to rest. It will not be out of place to mention that it was on board INS Dehli where Mr Nehru, Marshal Tito and Dr Soekarno met for the first time to discuss non-alignment and the non-alignment movement is to have taken birth on board INS Delhi. Since then the Indian Navy has increased manifold.

After independence the Indian Navy started changing from Gun Navy to Missile Navy. To meet the pressing shortage of

ships, the Indian Navy soon acquired 3 R class Destroyers from United Kingdom in 1950 and commissioned those as INS 'Rajput', 'Rana' and 'Ranjit.' In 1953, two Hunt class Destroyers also acquired from United Kingdom were commissioned as 'INS Gomti' and 'INS Ganga'. In 1957, yet another powerful 'INS Mysore' joined the Indian Navy. It was in 1961 that the Indian Navy was given the air wing when Air craft carrier 'Vikrant' was acquired and added to the number of ships held by Indian Navy. Between 1955-1961, the Navy acquired number of mine sweepers and anti-submarine ship. During this period serious thought was given to have self-sufficiency in ship building Industry and Garden Beach workshop in Calcutta and Mazgaon Dockyard in Bombay were reorganised in 1960 after a lapse of 130 odd years to meet the requirement. India was well known for ship building till the arrival of western powers in India in 16th century. The Indian built ship 'INS Darshak' was commissioned in the Indian Navy on 28th December 1964. An Ocean Going Tug (OGT) 'INS Gaj' was built in 1973. OGTs are used for towing and rescue operations.

Later construction of 'Frigates' was undertaken to replace the old ships of Indian Navy. Frigates is an all powerful warship for long continued surveillance capable of intercepting and destroying any thing in the air or sea falling within its range. It is also capable of radio jamming. It carries one Allouette helicopter aboard, armed with homing Torpedoes. Research, development and Collaboration has been going on to further improve upon the construction of modern sophisticated warships. The first Indian made Frigate 'NILGIRI' was commissioned on 3rd May 1972 into the Indian Navy. Five more such 'Frigates' have been commissioned since then. 'INS Godavari; an improved version of Leander class Frigate, is the first frigate completely designed by the Indian planners capable of accommodating 'Sea-King, Helicopters a formidable weapon platform and having a compliment of 300 personnel. The ship joined the Indian Navy in December 1983 and was a significant achievement of the Navy. Today submarine is considered a potential war weapon of the Navy. It is concealed and has the ability to move unseen in the depth of

the ocean. It was in early sixties that submarines were first purchased from Russia. In 1970, Indian sub marine arms developed well, in all aspects. 'Petaya' type boats with quick hit and return capability served India well in 1971 Indo-Pak war. Nuclear submarines are noiseless, can drive to far greater depth and proceed under water at higher sustained speed. Because of its high cost, being 1000 crore a piece, it is considered a luxury. At present only super powers U.S.A. and U.S.S.R. have the nuclear submarines. India necessarily has to have a adequate number of submarines to guard against ever increasing under surface Navy of Pakistan.

The Indian Navy played its role effectively during 1971 Indo-Pak war and carried out the blockade of Bangladesh as well as the Karachi port. India's vast coastline and Exclusive Economic Zone (EEZ) of two million square kilometers including offshore oil intallation are to be constantly patrolled and guarded by the ever vigilant ships, aircraft and submarines of the Indian Navy. With fast growing responsibilities with regard to country's vast blue waters. Indian Navy has to expand and develop to the required size and standard in due course of time.

The Indian Air Force

When the first aircraft roared off the Indian soil in 1910, aviation had come to stay in India. So the first World War brought into focus a new weapon of war, the aircraft. Thereafter war was to be fought not on land and at sea but in the skies as well. The first flying club was formed in India in 1927 and soon many more flying clubs were in active operation, training pilots and engineers for commercial flying.

As the Second World War broke out in Europe and spread to the Pacific area, war clouds began to loom ominously on the Indian horizon. The government of India grew anxious about the defence of India, specially its coastal defence, and appointed a committee in 1938 to go into the question. The committee suggested that auxiliary airforce units should be raised from the local flying clubs to guard the main ports. This could not be undertaken immediately due to lack of funds. However, in 1938-39 five flights were raised in Bombay, Calcutta, Karachi

and Madras to carry out duties connected with the coastal reconnaissance and defence. The flights were equipped with discarded aircraft, Wapiti and Audox of the RAF squadrons. The crew drawn from flying club on voluntary basis were given training in coastal rescue work at the RAF base in Risalpur (now in Pakistan).

The Indian Air Force was born on October 8, 1932 and the first flight of No 1 squadron was formed on April 1, 1932 at Drigh Road, Karachi (now in Pakistan). The Indian officers from the first batch commissioned at Cranwell (England) formed its officer cadre, with Flt Lt Cecil A Buchier of the Royal Air Force as the Commanding Officer. The first batch of technicians, comprising mostly graduates from the Railway engineering workshop, Mughalpura, Lahore (in Pakistan) started their training at the Royal Air Force Depot, Karachi in 1931 and joined the flight on April 1, 1933 for repair and maintenance of the four Westland Wapiti biplane aircrafts of the Flight. After a long wait in 1936, for the first time the Squadron was detailed for operational flying in the North West Frontier Provinces (Now in Pakistan). One of the flight was commanded successfully by then Flt-Lt Subroto Mukherjee, who became Air Chief in the rank of Air Marshal. Since then it has been a long journey for the Air Force.

Firstly, they had colonial handicap, being Indian pilots before the whites, secondly, the Army had a domineering influence over the Defence Forces and thirdly they suffered some kind of discrimination till they proved themselves. Some of them were awarded Distinguished Flying Cross during First World War. Indian pilots captained sterling bomber in Europe. In India they had carried out anti-submarine patrol around the Indian coastal line and had earned high reputation. After initial years of training in 1937, Indian Air Force took active part in NWFP in close support of the British Indian Army and evacuation of persons belonging to all nationalities in a most hostile surrounding. In 1941, the first IAF flight was inducted in Burma war. The flight was equipped with Wapiti and Audox aircraft, and was charged with reconnaissance work. Unfortunately

before this flight could go into action, the Maulmein Aerodrome was attacked by the Japanese bombers and four out of the six aircrafts of the Flight were destroyed. Despite this setback, the remaining two aircrafts of the flight did valuable work on anti sub-marine patrols in the gulf of Martaban until 28 January 1942, when they returned to Karachi. With the passage of time, number of flights increased and so the number of Cranwell trained pilots. Some of the distinguished and legendary pilots of the airforce who are often remembered are Wing Commander K.K. Majumdar, Air Marshal Raja Ram, Air Marshal Subroto Mukherjee, Air Marshal AM Engineer to name a few. The Indian Air Force currently operate the most modern and sophisticated aircrafts in the world. Gone are the days of stick and throttle requiring simple mechanical skills. The present need is for highly trained pilots and technical personnel to move these sophisticated machines and weapon systems that are essential for a modern Air Force. The IAF has, therefore, wide ranging job opportunities to offer to the intelligent, energetic and adventurous youth of the country. Broadly, the job in the officer cadre are divided into three categories, called Branches. They are Flying Branch, Technical Branch, and the Non Technical Branch.

An officer in the flying Branch can either be a pilot or a navigator. A pilot is required to fly an aircraft which may be a fighter aircraft, bomber, a transport aircraft or a helicopter. In times of war, fighter and bomber pilots take an active part in the air attacks on enemy territory. A navigator's job is to help the pilot in safely taking the aircraft to its destination by following a tactical route. Apart from flying, officers in the flying branch have to shoulder many administrative duties. As they advance in service they become more involved in training, policy making and command jobs. Officers in Technical Branches are qualified engineers whose job is the proper maintenance of service aircraft and equipment. It is their responsibility to ensure that aircraft are kept fit for flying at all times. They guide and supervise the technicians working under them. Besides maintenance, officers of this branch are also entrusted with projects involving research and development in the field of aeronautics and avionics. The non

technical Branches in the IAF comprise the Administrative Branch, Logistics Branch, Accounts Branch, Education Branch and Meteorological Branch. Officers of these branches, perform duties pertaining to their respective sphere of work. These duties cover general administration, provisioning of stores/equipment accounting, instructional and weather forecasting.

The arrival of the Jet aircraft completely revolutionised the concept of military aviations. The IAF wasted no time in acquiring its first fighter aircraft, the Vampire in 1948 and thereby gaining distinction of becoming the first Asian Air Force to fly jet aircraft. Soon, to match the acquisitions of the neighbouring nations, India acquired a continuous flow of jet aircraft-sub-sonic, sonic and eventually even the super sonic aircrafts like Toofani, Mystere, Hunter, Gnat (Ajeet), Canberra, HF-24, MG 21, Sukoi etc. Indian Air Force has since acquired the most advanced and sophisticated deep penetration strike aircraft the Jaguar, the MIG-23 and the MIG 25. With negotiations underway for the acquisition of the French Mirage 2000, the country is in a position to neutralise the threat posed by Pakistan's acquisition of F-16 from the USA. Mirage 2000 was selected on 18 December 1975 as the primary aircraft of the French Air Force from mid eighties. The Aircraft is equally suitable for reconnaissance, close support and low altitude attack missions in areas to the rear of a battle field, like the Army and the Navy the air force also has very well organised system to select the right type to personnel to man the airforce so important for the security of the country. The entry to Flying Branch is through National Defence Academy, NCC (Air Wing). Direct entry through UPSC and serving airmen who are screened by especially designed Pilot Aptitude Test and through medical examination. Similarly entry of Technical branches is done from among the eligible candidates by Air Force Selection Boards through tests and interviews.

The pilots are trained in advance stage of their flying training on the indigenously built Kiran aircraft to make them competent to fly the aircraft in its various roles by day and night. The trainees of the Ground Duties Branches viz Administration, Logistics and Accounts are given thorough grounding in their specialised field alongwith familiarisation in other spheres. Cadets of Navigation branch are

imparted flying training on HS-748 aircraft, which is also known as 'Avro' at Navigation and Signal Schools, Begumpet. Apart from specialised training, attention is also paid to general service training and extra curricular activities, to instil in them high leadership qualities and modern management concept in order to turn them out as proficient all rounders. The present Air Force Academy was inaugurated on January 16, 1971 and its first passing out parade of pilots course was held on June 12, 1971.

There is yet another class known as Airmen. It refers to all ranks of the Air Force other than the commissioned one. They are also for ground duties primarily for the maintenance and repair of the aircraft and are sometime also employed on board transport aircraft as part of the crew members. Recruitment of airman is centrally planned, controlled and supervised by the Central Airmen Selection Board at Delhi through the Airmen Selection Centres spread all over the country. Airman having the requisite qualifications for commissioning in the Air Force can apply for selections as Officers subject to their fulfilling other mandatory eligibility conditions and a sizable number of the officers in the Air Force are from the ranks. Airmen are given extensive training so as to make them fit to fill the various technical as well as administrative jobs which are indispensable element in the command and control chain of the Armed Forces.

The Indian Air Force proved its superiority against Pakistan when its Gnats were able to scare away the enemy's Sabre Jets and F-104 air crafts. Mere superiority of air crafts, however, is not enough. It has been proved time and again, that it is the man behind the machine which is the decisive factor. India has been fortunate enough to possess a gallant corps of fighter pilots. As soon as a new aircraft is inducted into the Air Force the pilots clamour for opportunities to master the new aircraft. This enthusiasm manifests itself not merely among the youthful pilots, but amongst the veterans as well. For example, the former Chief of the Air Staff Air Marshal Arjun Singh, flew a MIG-21 on the morning of his birthday on the eve of his retirement. Air Chief Marshal Latif likewise was merrily flying MIG-23 and MIG 25,

a few weeks before his retirement. The present Air Chief Marshal Dilbagh Singh, (mid-1984) one of the first to fly and then command a MIG Squadron in his earliest days, has already tried his skills with Jaguar. With such inspirations, it is little wonder that the younger generation of pilots think nothing of foregoing leave to acquire more and more supersonic flying experience at greater and greater heights and speed.

The former Chief of the Army Staff General K. V. Krishna Rao, had the privilege of reviewing the Golden Jubilee year passing out parade at the Air Force Academy, Dundigal, Hyderabad on June 4, 1982. In his address he laid stress on the Tri-service approach. He said, "We as soldiers feel, that in the present day environment there is no compromise to an integrated Tri-service approach in which by virtue of the threats perceived the Air Force, the Army and the Navy have important role to play. Progress in land battle is directly related to the added push from our boys in the Air. What I wish to impress upon is that inter-service co-operation and understanding of each other's prowess and potential are most vital in winning wars. An isolated approach would be calamitous. Our business is to win and we have to win together."

The last but not the least is the special order of the day by General A. S. Vaidya, PVSMM MVC, AVSM, ADC which he expressed on the eve of taking over as Chief of the Army Staff on 1 August 1983. His message adequately brings out the tradition of the Indian Armed Forces as well as future responsibilities towards the security of the country.

He said, "On this occasion, I pay a tribute to you, all my soldiers who have with unlimited patience and patriotism stood guard on the borders of our country, prepared to make the ultimate sacrifice for maintaining freedom and the integrity of the nation. I cannot but recall the glorious traditions of the Army, nurtured by the supreme sacrifices of our brethren in uniform in the wars since Independence, and call upon you all, wherever you be at the remotest Himalayan outposts or the frontiers in the blazing heat of Rajasthan desert or the dense jungles of the north-east to renew your vow and determination to uphold the honour of this great country and the Army. The defence of the country is our

responsibility, and let nothing deter us from carrying out this sacred task. Our responsibility becomes all the more important owing to the events and developments taking place in the international world and in our neighbouring countries.

“I pay tribute to my predecessors who have with their untiring efforts welded together this gallant and valorous Army. I would assure them on behalf of you all and myself that we shall always hold high with pride the torch handed over to us.

“I also pay tribute to our comrades in the Navy and the Air Force who have always fought gallantly shoulder to shoulder with us.

“Our Government has never spared any efforts to equip the Army with the latest equipment required to match and stand up to any possible adversary. However, I strongly believe in the superiority of the man to that of the machine he handles. I expect everyone of you to train well and master your profession, be proficient in your skills, whatever be your Arm or Service and give your best to the Army at all times. You owe it to the country to be constantly aware of your responsibilities, both during peace and war, and discharge them with dedication to be worthy of the great Army to which we all belong.

“I am conscious of the various problems that are exercising your mind today. We have come a long way in improving the service conditions. A great deal has already been achieved in this direction, but a lot more remains to be accomplished. I would like to assure you that it shall be my constant endeavour to attend to the various problems that have a bearing on the welfare of other ranks, JCOs, Officers and their families as also of ex-servicemen. We must, however, realise that the country is passing through difficult times. Despite this, the Government has, from time to time, taken positive steps to better the service conditions of our troops. We, on our side, as soldiers and citizens of this country must march with the people and be prepared to share their difficulties.

“In addition to our responsibilities for the defence of the country, we must also be prepared to render help to the civil

administration in the country whenever called upon by it for helping them in maintaining law and order or in a natural calamity or for running essential services to alleviate the sufferings of the people of this country.

“Let there be strength in your arm and heart to face adversities, to achieve success for yourself and to uphold the honour of the country”.

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Indian Army At War Since Independence

Though two third of the old combined Indian Army, of pre-independence period, remained with India, a large number of training centres and cantonments went to Pakistan. The composition of the units suffered a drastic change and many of them remained under strength. The officer cadre was badly depleted. The Indian Army were able to overcome these difficulties but in the wake of the partition came bloodshed, misery and disorder. The Army rendered valuable assistance to civil authorities to protect displaced persons as well as in the maintenance of law and order. Hardly that had been achieved, when in October 1947, Pakistan attacked Kashmir before its accession to India. Kashmir acceded to India and the Indian Army rushed to Kashmir in October 27, 1947 to defend. The fighting continued till the ceasefire came into effect all along the Jammu and Kashmir front on January 1, 1949. While part of Kashmir continues to be under illegal occupation of Pakistan, the Indian Army continues to be guarding the ceasefire line.

It is necessary for professional soldiers to have the general knowledge of the wars as well minor conflicts in which the Indian Army was involved after Independence. An officer should have first hand knowledge of all such operations which were undertaken by the Army in the recent past. This will definitely make him mentally tuned and well prepared to face similar situations that may befall him anytime even immediately on his joining unit as Second Lieutenant. In this chapter I have attempted to

briefly give the background to each such operations conducted and the final outcome in which the Indian Army was involved. In due course of time an officer is given full opportunity to carry out in-depth study of the tactical and stratigical aspects of the wars and battles fought all over the world as part of professional training in military history.

India – China War 1962

Traditionally, the Himalayas guard the Indian subcontinent in the north. This was suddenly changed when the Chinese launched a sudden and massive attack on October 20, 1962. Earlier on 7th October 1950 the Chinese Liberation Army had entered Tibet. Tibet appealed for help but India advised Tibetans to negotiate a peaceful settlement. Ever since the Chinese occupation of Tibet, tension in that strategic table-land had been on the increase and resulted in the eventual flight of Dalai Lama to India. During this period the Chinese had reinforced the border between India and occupied-Tibet and started laying claims to Indian areas of influence. They also encroached on Indian territory in Ladakh, Uttar Pradesh and NEFA. These Himalayan areas, so far quiet retreats and places of pilgrimage for holy men, suddenly became alive, with new roads being built into them and troops concentrations taking place.

In spite of professions of friendship towards India, the Chinese violated our trust. It was discovered that they had surreptitiously built the Tibet-Sinkiang highway through Aksai Chin, in eastern Ladakh. Begun in 1956, its completion was announced by the Chinese in September 1957. This led to the setting up of border posts in the region and intensive patrolling. With the best of intentions on our part, political negotiations made no progress. On the other hand, the Chinese continued to reinforce these areas with more troops and consolidated themselves into an area of about 12,000 square miles. Both countries were, thus, heading for a confrontation. In accordance with the "forward policy", Indian Army units were ordered to occupy posts all along the line claimed by them in Ladakh.

As a precautionary measure, Ladakh, which had been

garrisoned by 7th J&K militia, was reinforced by another battalion 14th J&K Militia, in May 1960. By then, 114 Infantry Brigade had also moved there. 1st Battalion The 8th Gorkha rifles was inducted in May 1961. 5th Jat was moved a year later and thickened up the defence on the front. A division Headquarters (Major-General Budh Singh, MC) was raised on 26th October 1962 after hostilities had commenced. 15 Corps (Lieutenant-General Bikram Singh) with headquarters at Udhampur was responsible for the defence of whole of J&K, including Ladakh. Against these four infantry battalions, of which only two were regular, the Chinese had a fullfledged division opposite Ladakh, with excellent lines of communications and bases, in the immediate vicinity of the posts. The Sinkiang highway ran more or less parallel to the lines held by them. Our troops were, thus, totally inadequate and completely outnumbered when the Chinese opened a massive assault. 13th Battalion The Kumaon Regiment was rushed to Leh in early October 1962 and concentrated at Chushul by the 24th. 9th Dogra less two companies was flown in the next day. 1st Jat was airlifted direct to Chushul in early November.

The Chinese considerably increased their activity in Ladakh during the first half of 1962. China also warned India to cross McMahon Line if India established any border post in the Galwan Valley. In August 1962 there was a major clash in the pangong Lake area in Ladakh. After this incident China opened thirty more posts, intensified patrolling and stepped up her offensive activity. China had already occupied 12,000 square miles of Ladakh and later swallowed another 2,000 square miles. Since the Chinese were well prepared to launch a major offensive they refused to talk to settle border dispute. China ignored all diplomatic moves by India to come to negotiating table and carried out their deception plan. Some 300 Chinese troops surrounded Galwan Post in Ladakh and the post was subsequently overrun in October 1962. This was to be followed by the major offensive which was to take place in the eastern Sector (NEFA).

The Chinese had in actual fact, on 8th September 1962, invaded into the Thagla Bridge area which was a prelude to full scale offensive operation in the eastern sector. At 5 on the

morning of 20th October 1962 massed Chinese artillery opened up a heavy concentration on the weak Indian garrison, in a narrow sector of the Namka Chu Valley, of Kameng Frontier Division, in the North East Frontier Agency (NEFA) (now Arunachal Pradesh). Massive infantry assaults followed, and within three hours the unequal contest was over. The Chinese exploited their initial successes and advanced 160 miles into Indian territory down the southern slopes of the Himalayas, reaching the Brahmaputra valley by 20th November. They swept aside the defences at Sela Pass, Bomdilla and town of Tawang fell without a fight. Chinese government unilaterally decided to end the conflict on 21 November 1962 exactly after 30 days and withdrew from all the area which they had over run.

The Chinese had in actual fact deceived India by calling herself a friend of India. India was 'therefore' taken by complete surprise politically, diplomatically as well as strategically. We 'however' quickly realised our unpreparedness along northern border particularly in mountain warfare. An inquiry into our reverses in NEFA brought out a number of useful lessons. These were weighed, assessed and assimilated. Improvement in training, equipment, communication, supply and logistics, tactics and strategy and new concepts of warfare were effected. Psychological-conditioning of the man and physical conditioning of body to the terrain and climate peculiar to the northern border were made an integral part of training for the troops deployed on our northern border. The Army was expanded to a strength of 8,28,000. Five year defence plan (1964-69) was formulated. Ten Mountain Divisions were raised with higher mobility, greater fire power and realistic training in mountain warfare. To day, India is reasonably well prepared to face any threat from the north with a force which is well equipped, well trained in mountain warfare and is fully acclimatised to sustain long drawn out war if it takes place again.

Indo Pak War 1965.

The cease-fire of 1 January 1949 in J & K had brought active hostilities between India and Pakistan to a close. India had

taken her complaint to the United Nations and The World body, even though actively seized of the problem, yet did not take any decision on the vital issue of Pakistani aggression and vacation of 25,000 square miles of Indian territory (one-third of the State). Indian and Pakistani forces were deployed along the cease-fire line, at time too close to be comfortable. Lifting of cattle, raids and regular cease-fire violations by the Pakistanis kept the area surcharged with tension.

American military aid to Pakistan which commenced as a result of the Mutual Defence Agreement Pact (MDAP) 1954, introduced a new dimension to the Indo-Pakistan problem. Under the agreement, the USA was to furnish, maintain, support and modernize the training and equipment of the newly raised units and formations of Pakistan. These arms were meant to fight communist expansion further north. There were no satisfactory guarantees to the fears that these would be used against India. Abolition of democratic institutions and the establishment of a military dictatorship across the border aggravated matters still further.

The spiralling arms build up and the consequent increased strength gave the Pakistani military junta great confidence. They decided on a venture against India in early 1965. In March President Ayub Khan of Pakistan visited China and was led to believe that the Chinese would come to their aid in the event of war against India. This must have been a contributory factor in their drawing the sword in April 1965, on the Kutch border.

Pakistan laid claims to certain areas in the Rann of Kutch, which traditionally were Indian territories. Tension escalated into fightings. Troops were moved to the western front in Punjab also. Even though hostilities came to a close with a ceasefire after a short while, the situation did not return to normalcy and Indian formations stayed in their new locations.

Meanwhile, Pakistan shifted pressure further north opposite J & K. She built bases along the cease-fire line, whence well-armed and equipped personnel were, for the second time launched into Indian territory during July/August 1965. These were first noticed

on 5 August in Mandi area near Poonch. Thousands of armed Pakistanis infiltrated into the Kashmir Valley and Poonch areas through unfrequented routes and passes. Their main aim was to advance on to the State Capital and raise the local population against the government. The army went into action and soon their advance was halted. Operations were also undertaken to clear the enemy from Haji Pir Pass, held by Pakistan. Some other vital posts along the cease-fire line were also cleared.

As this second venture had obviously failed, Pakistan opened a diversionary thrust on 1 September, with two infantry brigades, supported by two regiments of armour and heavy artillery, into Chhamb, across the cease-fire line and the international border. This was a bold bid to capture Akhnur and cut off the main Jammu-Akhnur-Rajauri-Poonch road. It very nearly succeeded, as the enemy armoured columns took Chhamb and were in Jaurian by the 5th, not very far from Akhnur and its vital strategic bridge. After the initial reverses, the situation was stabilized. India opened a front, first in Punjab by XI Corps, and then in Sialkot Chawinda by I Corps. It had earlier been made clear that any violation of the cease-fire line by Pakistan would be considered an attack on India

Fighting continued all along the Western border till September 23 when a cease fire between India and Pakistan became effective. The Indian army blunted the Pakistani attack all along the border and captured important places like Burki, Dograi, Phillora, Hajipir and number of important communication centres. 1962-65 operations provided adequate experience to Indian Army which culminated in the decisive victory won by India in the 14-day 1971 Indo-Pak war.

Indo-Pak War 1971.

The third aggression committed by Pakistan against India in December 1971 within a period of a quarter century proved disastrous resulting in her break-up and the emergence of the independent state of the Bangladesh out of the break-away province of East Pakistan. This momentous event of the 20th century has proved, beyond any shadow of doubt, that religion cannot become the basis

of the formation or sustenance of a nation.

We are too near the event to place the emergence of Bangladesh in its proper historical perspective but the seeds of dissolution were present at the very birth of Pakistan. Two peoples who differed in culture, tradition, language, food, calendar and time, may be psychologically apart, were formed into the dominion of Pakistan by an act of the British Parliament. It was a crime committed against the sub-continent and its people. The birth pangs of the new states were not without the usual blood and sweat. The communal frenzy and exodus of people it generated has no parallel in the world history and virtually rivers of blood flowed in the northern Indian plains at the time.

After the initial flush of rejoicings at this relief from foreign rule the people of East Pakistan realised the subordinate position they were placed in and the handicaps they were suffering from. These became a live issue. While the rulers, who were mostly from the western wing, consolidated themselves and enjoyed the fruits to the maximum, the people of the eastern wing started groaning. Issues came to the forefront and the demand of Bengali as the state language, as opposed to Urdu, had to be conceded after much blood had been shed. In the following years the Muslim League, which rightly claimed to have fought for the independent state of Pakistan, was swept from power in East Pakistan. The term Punjabi became synonymous with colonizers and exploiters.

The experiment of Basic Democracy, which in reality was one form of dictatorship, did not go well in Pakistan. Field Marshal Ayub Khan had his own ideas about settling the problem of the Eastern wing. Unfortunately, he did not last long and lost not only the solid support of the military but also of the politicians. He was succeeded by General Yahya Khan on 25 March 1969. Widespread discontent and disorder, resulting in rioting and blood shed, erupted in East Pakistan and there was a virtual collapse of the government machinery.

It had become a normal practice for the rulers of Pakistan to throw all the blame for the ills at home on India which was becoming economically and industrially stronger. The Hindus in

when Mr. Ayub Khan put Sheikh Mujib in prison in 1963 on a flimsy charge of having worked out with Agartala-based Indian agents a plan for creating an independent Bangla Desh. The trial proceeded for almost two years until the popular upsurge against Mr. Ayub Khan's regime obliged him to set the Sheikh free.

This was in March 1969, the same month in which Mr. Ayub Khan stepped down in favour of a martial law regime under Gen Yahya. The circumstances in which he came to power obliged the general to promise to hand over power to the people after holding Pakistan's first-ever nation-wide election on the basis of adult franchise. In preparation for this, he lifted the ban on political activity on January 1, 1970, marking the beginning of hectic and eventful year in the country's history.

After a postponement, the election were held in December 1970. Gen Yahya and his aides waited for the results "with bated breath." He had expected that divisive trends, reflected in the multiplicity of parties, would prevent any group from getting a clear majority in its own right. But when this happened, he thought he would be able to manipulate the constituent assembly to decide in favour of a dispensation that left the armed forces with the final say in the shaping of the country's destiny. In any event, he has reserved to himself the power to ractify or reject the constitution.

The December 1970 elections gave a definite indication of the coming changes. The Awami League headed by Sheikh Mujib swept the polls and not only it received overwhelming support in the region but became the dominant party in the National Assembly with 167 seats out of 169 in the eastern wing and about 72 per cent of the vote. The plank on which it fought the elections came to be known as the Six Point programme. Though initially not so rigid in their stand, the Awami Party leaders soon became adamant. In this Mr. Z. A. Bhutto, leader of the Pakistan people's party, played no less a dominant role. With his 85 seats out of 138 in the Western wing, he emerged as a dominant influence and came to exercise more or less a casting vote in the final negotiations.

The meeting of the national Assembly, which was to be convened

of Sheikh Mujibur Rahman's career as a leader of the East Bengali people in their fight against the colonialism of West Pakistan.

Over the years, economic disparity between the east and the west became increasingly pronounced. By 1969-70, the per capita income in the west was 61 per cent higher than in the east. This was largely the result of systematic subordination of the interests of the east to those of the west. The foreign trade earnings of the east were used for the benefit of the west, while high tariffs and import controls were imposed to raise the prices of manufactured goods to provide fat profits to a handful of western businessmen. Over the last two decades, East Pakistan's share of the total Pakistani export earnings has varied between 50 per cent and 70 per cent, while its share of imports has been in the range of 25 per cent to 30 per cent as a group of three American economists has pointed out on the basis of official Pakistani data.

Economic domination was facilitated by West Pakistan control over levers of power. Of the 72 Generals in the Pakistan army under Gen. Yaha Khan, only one was a Bengali. In the central services, four-fifths of the senior posts were held by West Pakistanis. Disenchantment with West Pakistan became specially acute after 1965. As a New York Times article says: "when the 22-day war found the Pakistan Government protecting the West and not the east, Mujib and his friends became convinced the east could hope for nothing under Pakistan as then constituted." In February 1966, Sheikh Mujib announced his six-point charter of autonomy.

Mr. Bhutto tried to convince the East Bengalis that they had not been left to India's mercy in 1965; he hinted at promises that he had obtained from China to counter any Indian thrusts in the East. But this cut no ice. Nor did Mr. Ayub Khans's strident warnings against traitorous "Collusion" with India. Sheikh Mujib hardly needed to remind his people that the west had always adopted this propaganda line to defeat and divide the East Bengalis.

Mr. A. K. Fazlul Huq and Mr. H. S. Suhrawardy, the two tallest post-partition leaders of the east, were at one time or the other accused of conspiring with India. The pattern was repeated

when Mr. Ayub Khan put Sheikh Mujib in prison in 1963 on a flimsy charge of having worked out with Agartala-based Indian agents a plan for creating an independent Bangla Desh. The trial proceeded for almost two years until the popular upsurge against Mr. Ayub Khan's regime obliged him to set the Sheikh free.

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in Dacca, was postponed more than once, due to the intransigent attitude of Mr. Bhutto and tacit approval of President Yahya Khan. He was not content to sit in opposition; he told a mass rally in Lahore on December 20 that "majority alone does not count in national politics". He declared that the Awami League "must take into account" the wishes of the majority party of the west wing. This was obligatory, he said, because of Pakistan's geographical peculiarity. Mr. Bhutto grew increasingly intransigent as the time approached for calling the newly elected members of the National Assembly into session. He declared on February 15 that his party would boycott the session and he also threatened that his PPP workers would see to it that no other west wing parties attended either. Although other party leaders like Mian Mumtaz Daultana and Air Marshal Asghar Khan sharply criticised Mr. Bhutto's arbitrariness, Gen. Yahya gave in to him. In a broadcast on March 1 he announced that he was putting off the Assembly's inauguration scheduled for March 3. By the end of February 1971 matters had reached the point of no return, Martial law was declared on 1 March. Whole of the eastern wing rose in revolt to the last man, woman and child. At least 2,000 persons were reported to have been killed in firing by the army on the first day (1 March). There was complete strike in East Pakistan in the following days. The Government machinery was completely paralysed and soon Sheikh Mujib's edict ran through the whole region.

East Pakistan was reinforced with fresh armed forces units. As there was a ban on over flights across the Indian territory, these had to take the longer route via Ceylon. During the next four months in addition to the weak infantry division normally kept there for law and order duties, the force was increased by three infantry divisions, one infantry brigade group, one armoured regiment, one armoured squadron, six field regiments, five mortar batteries, totalling about 73,000 men. There was one F-86 Sabre fighter squadron also. Lieutenant-General Tikka Khan, a person known to be a "hard liner", was positioned there on 7 March as Martial Law Administrator and Governor. He replaced Vice Admiral S. M. Ahsan who was quite popular.

President Yahya Khan reached Dacca on 15 March in the

vain hope of bringing about a reconciliation. A meeting of the National Assembly was fixed for 25 March. There seemed to be lack of sincerity in his approach which was noted by the Awami League leadership. For two decades, 23 March was being celebrated as Pakistan Day. This time it became Resistance Day in the eastern wing. The new flag of Bangladesh was also unfurled by Sheikh Mujib. While history was in the making in the sub-continent the military dictators of Pakistan contributed in no small measure to its break-up by outmoded crisis management.

The authorities then decided to act. The Awami League was outlawed and Sheikh Mujib was arrested during night 25/26 March. The army struck with the force of a sledge hammer using tanks, artillery, mortars and machine guns against unarmed defenceless civilians. By then the East Bengal Regiment, the only Bengali unit in the regular army, and East Pakistan Rifles, a para military force composed of personnel from the region, had also openly joined the resistance movement by killing their Punjabi officers. Their arms, ammunition, stores and trained leadership were made available to the people and an armed wing of the resistance, which became famous as the Mukti Bahini, took matters into its hands.

This reign of terror and regular fights between the regular army and the resistance movement created a serious situation. Law and order having ceased to exist, the people, both Hindus and Muslims, started fleeing to the safety and security of the adjoining Indian territory. These numbered 5.5 million by early June. The movement continued in the figures swelled to about ten million men, women and children, all needing succour and relief. While this was on, the army operations in East Pakistan went on with all their fury, resulting in regular clashes and many a time the pursuer and the pursued crossed into Indian territory also. India could not be a silent spectator to these events. While relief to these new refugees created its own economic problem, the military situation had also to be faced by strengthening the Border Security Force, normally positioned there, with regular army formations and units. Lieutenant General Tikka Khan was replaced by Dr. A.M. Malik as Governor in September.

President Yahya Khan then played the usual game of blaming India for the situation in East Pakistan and on 23 November declared a state of emergency and two days later said, "Ten days" I might not be here. I will be off fighting a war". True to his word, Pakistan air launched pre-emptive strikes on forward Indian airfields on 3 December in Punjab and J & K.

The die was thus cast. The leaders of Pakistan should have known the overall superiority of India in every respect and it was obvious. President Yahya Khan hoped to cripple India with those air strikes and grab vital positions of J & K and other areas in Punjab and Rajasthan in a quick war as a bargaining chip before the super powers intervened to bring about a cease-fire. As in 1965, regular contact was maintained between China and Pakistan, President Yahya Khan declared on 9 November that "China would intervene if India attacked Pakistan", in an interview to the Columbia Broadcasting Corporation, Mr. Bhutto who had gone to Peking during November was also promised support by the Chinese. But alas "concrete results" which he had expected, failed to materialize.

For the first time in two decades India had to fight on two fronts. While the issue was East Pakistan no doubt, the enemy had to be held on the western front. Fortunately all preparations had been made in time and the challenge was met in a decisive manner.

This precipitated the showdown. This first slogans demanding Swadhin Bangla Desh were heard in the streets of Dacca. Sheikh Mujib was clearly not prepared to go that far; he opted instead for a civil disobedience movement to press his demand for transfer of power. This movement was an overwhelming success; even the Chief Justice refused to swear in the tough new Governor. Lt. Gen. Tikka Khan, appointed by Islamabad to replace Admiral Ahsan who had advised against a confrontation with the Awami League.

It was in this atmosphere that the final round of negotiations began in Dacca after Gen. Yahya arrived there on March 15. Compromise proposals were formulated, one envisaging a provi-

sional national government under Sheikh Mujib and the second making over power to provinces even while Gen. Yahya remained in charge at the centre. Mr. Bhutto torpedoed both. It is possible that Mr. Bhutto was not acting entirely on his own. He was either explicitly in collusion with the hawks in the army or was being made use of by them. Even as the negotiations proceeded, troops in large numbers were being brought across from West Pakistan. On the night of March 25, the soldiers slipped into battle dress and struck without warning with automatic weapons and tanks. Twenty four hours later, Mr. Bhutto said in Karachi where he flew back from Dacca: "Thank God, Pakistan is saved".

But as he made this comment, a radio station in Chittagong broadcast a proclamation of independence by Maj. Zia Rahman, speaking in the name of Sheikh Mujibur Rahman. The battle was now joined, even though the Sheikh himself had been taken into military custody. On April 10, the Bangla Desh government was formally constituted with the imprisoned Sheikh Mujib as President, Syed Nazrul Islam as acting President and Mr. Tajuddin Ahmad as Prime Minister. The next day Mr. Ahmad broadcast from free Bangla Radio. Maj Zia Rahman, Maj. Safiullah and Maj. Khaled Musharraf were named regional commanders of the New Bangla Desh army. This was the end of the beginning; the final denouncement was, however still, several months away.

When Mrs. Gandhi announced at midnight on December 3, that India had decided to hit back in reply to Pakistan's challenge, she declared. "We fight not merely for our territorial integrity but the basic ideals which have given strength to this country". But General Yahya Khan saw it as Pakistan's "final war" with India.

The values of freedom and democracy were indeed at stake in Bangla Desh. Courageous and dedicated men of the Mukti Bahini had been fighting since March 1971 to secure for the 75 million East Bengalis their inalienable human rights. The unambiguous verdict of a democratic election, the first ever in Pakistan's history, was on their side. But the world ignored, as Mrs. Gandhi

pointed out, the basic causes and concerned itself only with peripheral issues. The intended result was to encourage the Pakistani regime to continue with its programme. When brutal repression failed to subdue the indomitable freedom fighters, Pakistan sought to submerge the Bangla Desh struggle in a wider war in the subcontinent.

In several statements made before the war, the Defence Minister, Mr. Jagjiwan Ram had warned Islamabad that if it decided on a war, it would be fought in Pakistani territory. This is, indeed, what happened along the several hundreds of kilometres of frontier between India and West Pakistan. Gen. Yahya Khan's forces were able to penetrate Indian territory at only one point in Chhamb in the Jammu sector. Pakistan also succeeded in pushing us back from highly vulnerable enclave on the wrong side of the Ravi and the Sutlej in Punjab.

But everywhere else, India's armed forces held their ground, carrying the fight well across the border in three sectors : Shakargarh (opposite Pathankot), the Sind area of Naya Chor, and in the Rann of Kutch. These were intended, to prevent Pakistan from making good its threat to grab Indian territory in the loss of Bangla Desh.

India thus entered the fight not only on its own account but also on behalf of the 75 million friendly people of Bangla Desh. Operating under a joint Command, the Mukti Bahini ensured for the columns, advancing into Bangla Desh, overwhelming local support. Headquarters Eastern command was responsible for the eastern front with advance headquarters at Krishnanagar. While Headquarters XXXIII Corps at Siliguri (Lieutenant General M. L. Thapan) was to strike from the north along the Dinajpur-Rangpur axis, Headquarters II Corps at Krishnanagar (Lieutenant General T. N. Raina, MVC) and Headquarters IV Corps at Teliarama (Lieutenant General Sagat Singh) were to undertake pincer moves from the west and east, respectively, to close on Dacca. In sum, the swift and decisive victory in the east was very much a victory of the Bangla Desh people themselves.

Contrary to CIA's misinformed conjectures, there was no

tention to over-run or disrupt West Pakistan. No attempt was, in fact, made to draw out the West Pakistan military machine for a decisive battle. It was unnecessary to do so, because India's war aims were confined to the liberation of Bangla Desh in conjunction with the freedom fighters. This explains why the surrender in Dacca was swiftly followed by a unilateral ceasefire offered by Mrs. Gandhi.

Pakistan is referred to as the 'enemy' only in the limited context of the 14-day war. India had no reason to be hostile towards the people or the Government of West Pakistan. There are many bonds of culture, tradition and history between the peoples of India and Pakistan. India wants to live in peace and friendship with its western neighbour, as well as with Bangla Desh. The Defence Minister, Mr. Jagjiwan Ram, gave this final tally of the 14-day war in the course of a statement in Parliament on December 18, 1971.

Indian troops along with the Mukti Bahini liberated Bangla Desh inhabited by 75 million people. On the Western front our troops occupied nearly 50 posts in the Kargil, Gurais and Uri sectors. In the Tithwal area a substantial part of the Lippa Valley came into our hands. Some commanding heights were taken in the Poonch-Rajouri-Naushera sector. The whole of the Chicken Neck's salient near Akhnur and a large area in the Shakargarh-Zafarwal salient were wrested from the enemy. The Pakistani enclave at Dera Baba Nanak was taken. Several posts were captured on the border stretching from Dera Baba Nanak to Fazilka. In the Bikaner sector, Rukanpur, Ranhal and Bijnot were captured. In the adjacent Jaisalmer sector our troops were between 6 and 12 km inside Pakistani territory. The big thrust in the Barmer area gave us effective control right upto Umarmkot and Naya Chor, 45 km inside Sind. In Kutch a number of posts including Chad Bet were taken, and the entire Nagarparkar bulge was in our hands. Against this impressive list of gains, Pakistan could size only a small area in Chhamb, an enclave near Hussainiwala, and a lodgement in the Fazilka area.

Pakistan lost 94 aircraft, 246 tanks, two destroyers, two submarines, two minesweepers and 16 gunboats. Indian losses

totalled 45 planes, 73 tanks and one frigate. Nearly 93,000 prisoners were taken in Bangla Desh. India lost 1,047 soldiers dead, 3,047 wounded and 89 missing in Bangla Desh. On the Western front our losses amounted to 1,426 killed, 3,611 wounded and 2,149 missing. Pakistan has never announced their casualties.

Insurgency and Nagaland.

The best period of my soldiering was from 1968 to 1970 with our tribal brothers in Nagaland. In fact it could not be or should not be treated soldiering. Soldiers are supposed to fight against the enemy of the country and not with the citizens of our own country. Officially the role of the Army in Nagaland is known as counter insurgency i. e. to control and win over underground misguided insurgents who have been demanding independence for Nagaland. In simple words the role of the Army is to maintain law and order in view of the armed hostiles which continue to be active even today. It was here that as Company Commander with about 8 years of service I got an opportunity to be independently responsible for the maintenance of law and order and control of an area covering about 50 sq Km with about 7 or 8 prominent villages. There was time when the first Assam Battalion comprising 30 tribes from Assam, Nagaland, Manipur and Mizoram had fought a glorious defensive battle when the Japanese forces had crossed over the Burmese border in their swift advance to Kohima. Kohima war cemetery reminds of the bravery shown by these unknown soldiers of Indian Army in defence of the country. Today it is a different story. The Army has to fight the underground organisation who were trained and equipped by foreign power to create disturbed condition in a border state. Nagaland and the hill region of Manipur are inhabited by a tribal population with a tradition of valour and self pride with about 14 lakh in Manipur and 8 Lakh in Nagaland. The Sector I was controlling is known as 'Chakhesang' in Nagaland mainly inhabited by Chakhesang tribe. Nagaland has 14 tribes who speak their own dialect and converse among themselves only through an interpreter. To an

outsider, the life in Nagaland is known perhaps inhospitable but to me it was the most hospitable land. In fact I found myself safer there in comparison to places like Calcutta or Delhi or even my own home town Dehradun.

As a soldier one should know the cause for which he is employed from time to time and I always tried to know for myself the cause for the task given to me. Naga hills were the last of the hill areas to be brought under British dominion in the later part of the nineteenth century. The district of the hills had been gazetted in 1867 and the assessment was made from 1878 onwards. However, the people of Nagaland felt that the Britishers had acquired the Naga Hills only for the purpose of a military base and the rest of area was un-administered and left to the Nagas themselves. The position continued till Aug 14, 1947 when the Nagas declared themselves to be independent. Before declaration of their independence, a ten year agreement was entered between the Government of India and the Naga National Council in June 26, 1947. The agreement envisaged among other thing, that the status of Naga land would be decided after the end of the period.

After the end of ten year period, the underground proclaimed the establishment of a government of Nagaland in 1957. The man behind the Nagaland independence movement was Mr. Angami Zapu Phizo, President of Naga National Council. Mr. Phizo left Nagaland on different occasions and finally reached London in 1960. After sometime he became neutralised citizen of the United Kingdom. Mr. Phizo continues to be President of Naga National Council and lead under ground movement. The Government of India has, however, charged him for high treason against the state. The United Kingdom has taken undue interest in Nagaland because they wanted to maintain crown colony in North East India. District tribal council were organised by the British Government in 1945 which were changed into the Naga National Council in 1946. Formation of Naga National Council made the Nagas feel and think of independence with the help of United Kingdom. The United Kingdom also wanted to make use of religion as most of the Nagas were

Christian. However, after independence the United Kingdom did not do anything to antagonize India because of the position of India in the world. Similarly the United States of America was also considered as possible sympathiser to the cause of Naga people through American Baptist Church and also due to American opposition to the policy of non-alignment pursued by India. In 1967 Mr. Phizo also visited States but failed in his mission.

After 1962 Sino-Indian conflict, the underground Nagas changed their policy and established contact both with China and Pakistan to seek moral and material support to continue their struggle. Since the church leaders and the people in general did not favour contact with China and the split also spread among the underground organisation mainly led by two tribal groups Semas and Angamis. The Naga underground organisation finally reconciled to take help from China as long as it helped them to keep the problem alive and similarly the Chinese also remained contented with the moral and material help they provided to underground Nagas for their political reasons. The underground trained and equipped by foreign power succeeded in organising themselves into a parallel underground Government. The collection of money and food was done at gun point to keep their existence alive and active. It was in late sixties when an underground party (316 underground) armed with chinese arms ammunition and explosive, returning after training from China was intercepted by our troops under command then Brigadier A.S Vaidya, now Chief of the Army Staff. Most of these misguided underground elements, after necessary treatment and education have turned into peaceful citizens and rehabilitated in a productive occupation. Soon the Naga people realised that the Army was to prevent the flow of foreign trained hostiles and save the Naga people from exploitation and terrorism by these misguided elements. The task of the Army was soon realised to be that of peace, harmony and development in cooperation with civil administration. The Army was, however, to guard against ambushes and raids by underground and yet create a climate of goodwill and peace in the disturbed area. Thus the

plan of the underground hostiles to wage war for the independence of Nagaland, was foiled and normal condition were restored for the smooth functioning of the democratically elected government in Nagaland. Today the Army is closely involved with the development of the whole Naga society. The Army has opened fair price shops, provides medical aid and has opened schools in the most difficult areas, where civil administration is unable to reach while keeping constant vigil on the activities of the underground hostiles who are very small in number.

Burma, the neighbouring country, did not like to come into play and favoured Nagaland a buffer state but when the underground activity had spread among the Kachin tribes of northern Burma, there was complete co-operation between the government of Burma and India to deal with the problem. Since then there have been further divisions among Naga underground and the rest is known to all till to date and the elected government of Nagaland is effectively administering the state of Nagaland.

Fraternisation is one of the means to control insurgency. I did nothing but treated Nagas as our own people. The Nagas have probably the best social traditions and best suited to their conditions and probably they are the most happiest lot one can find anywhere in the world. In due course of time I became part of their society and had in fact become very popular both among their young as well as the old. The result was that underground hostiles could not even establish their base in my area of responsibility nor they could lay ambush or open fire in my sector till the day I was there. When the hostile or the undergrounds had lost faith in the population of my area of responsibility and they stopped getting food, money in any manner, the people automatically became more faithful and loyal to the Army. It is pertinent to note here that the underground hostile continued occasionally to be active in other areas adjacent to my sector.

My personal observation was that the Christianity and church is playing an equally important part in the overall development of the Naga society. The church leaders are

dedicated to the cause of christianity and do not form part of underground or the state politics. In fact they are accepted neutral in all affairs of Nagaland. It would be in the interest of all those who are in Nagaland to know about Christianity and the church and be with them wherever possible. In my area the chakhesang Baptist council was founded in 1950 composed of a few churches under the leadership of Rev. and Mrs. M. Savino and established at Phezou now called Bible hill at Phek. The christian centre started with a few staff Members and students with a burden of extension work in this region. The centre was later shifted to Phutsero and the land was donated by Teninuoni Khel of Kikruma village for the mission where the centre is presently located. In 1972, there were 88 churches of six 'Associations' each being a self administered body. There were two separate institutions at this christian centre. The Baptist English school and Bible school with about 140 and 40 students on their roll respectively. Rev. V. K. Nuh of village Chizami was the field Director to administer and direct the function of the christian centre of Chakhesang Baptist council for that region. It was a great pleasure to see the people in all their religious or cultural activities. May it be a get together at the church for worship or fellowship, a cultural demonstration, a social work or a morning physical training, one could always find them with beaming faces and full of enthusiasm.

During my stay in Nagaland I took active part in their cultural and religious activities. Since I took keen interest in their activity, I was invariably invited and entertained. If you are sincere to them they would reciprocate and you will find them most hospitable but if you have even little dislike, they would be hostile. The christmas celebration is the biggest celebration for the 'Nagas' and they anxiously wait for this day every year.

International Assignments

After Independence, Indian Army Officers have gone out of the country on peace mission to Yemen, Congo, Vietnam, Laos, Cambodia, Gaza, Lebanon and Korea.

The first international assignment of the Indian Army came in 1953 when 6,000 officers and men landed in Korea on September 1, 1953 as part of Neutral Nations Repatriation Commission. Four Years later, few selected Army Officers were sent to Lebanon as observers with Headquarters United Nations Observers Group. In 1957 a team went to Ethiopia to assist in setting up its first Military Academy and more recently similar task was undertaken in Nigeria.

In Congo, Indian Army troops formed the largest and perhaps most important contingent of the Organisation Nations Unies Congo (ONUC) from August 1960 to June 1964. About 300 officer and men of the Indian Army formed part of the International Commission for supervisions and control for Laos and Vietnam (Indo-China). India was the chairman of the commission with Canada and Poland as associate members. The contingent was gradually repatriated in 1968, 1969 and 1970 Indian Army troops formed part of UNEF in Gaza to keep day-and-night vigil on the Armistice Demarcation Line between Gaza and Israel from 1956 to 1967 when fresh hostilities had broken out between UAR and Israel.

In these International assignments, the Army had to face complex problems of international justice and discipline. They earned name for the Indian Army as well as for the country. The experience of 36 years of independence, the minor or major conflicts which we had during this period with our neighbours have taught us few lessons which would guide us to fulfill our role in the Army. In 1979, General O.P. Malhotra, the then Chief of the Army Staff said - "The two elements comprising the army are the man and his equipment, in that order of priority. It is a truism that man continued to be the prime instrument of war. As for equipment, we have to contend with the fact that we are living in an age of technological revolution with fast developing techniques. The Army's equipment must keep pace with these developments. It should never be left behind to languish in a world of obsoclescence. This highlights the constant need for modernisation.

“Simultaneously, prudence demands that we must as a nation always strive to be self-sufficient and rely increasingly on indigenously produced equipment. My plans for the future cater for ensuring the highest possible quality of manpower and equipment for the Army. With these assets the Army will remain well poised to function as an instrument of peace in the hands of the nation. I have advisedly used the term instrument of peace rather than instrument of war. The Army is not only required to be prepared to defend our National sovereignty against aggression but also to deter aggression. In the latter role, the Army is really an instrument of peace.”

Know Your Regiment And The Troops

Martial traditions of India date back to Vedic time. Greek writers have said that, "In the art of war Indians were far superior to the other peoples in Asia." The Indian Army, as it is today, was inherited from the British by an act of the British Parliament passed in 1893 and brought into operation in 1895. In world war-I, Indian soldiers fought bravely in many theatres of war in Europe, Africa and western Asia, winning a number of awards and distinctions including 11 Victoria Crosses- the highest British award for gallantry. During World War II too Indian soldiers distinguished themselves on the battle field of North Africa, the Middle East, Italy, Burma and South-East Asia, and won 28 Victoria Crosses. It is the fact of the history that the British Officers had longer experience of commanding Indian troops than the Indian officers and therefore there is no harm learning from their experience for our benefit. The Britishers were known all over the world for their role as biggest colonial power. They achieved this by their well practiced administrative and command techniques. A British officer was made to understand closely the characteristics as well as socio-economic and cultural background of the troops and by his training he always proved to be the best commander and earned respect wherever he was sent to command. I have, therefore, selected the ideal lectures by a British Officer which he as a commanding officer delivered in the year 1942 to an Officer Cadet Training Unit and to new arrivals in the battalion. These lectures will continue to be relevant for all time to come. They

are reproduced in the present form to assist officers about to join Indian Army as well as those about to take over the command of the battalion.

Characteristics of our soldiers

The British Commanding Officer said, "I should like to commence this series of lectures by assuring you that, contrary to the remarks made by your Commandant, I do not know all about the Indian army. The longer one is in India the more one realises how little one knows, how much there is to learn and how absorbingly interesting a study of the men one commands can be. (This is more applicable now as our Indian officers are expected to know more about their troops than the Britishers).

"It is to start you off in acquiring some knowledge that these lectures have been prepared, but I should like at the very commencement, to impress on you that you must endeavour to learn yourselves, by constant contact with your men, by a very real and close association with them, all that is possible to know. They will appreciate your efforts to understand them and apart from any other considerations, that understanding will repay you a hundred fold in this war in which we are now engaged.

"Let me start by briefly enumerating the various classes of Indians that are enlisted in the Indian Army. There is little to choose between the various classes, though naturally each class considers itself to be superior to the others. I have served with Sikhs, Maharattas, Punjabi Muhammadans, Jats, Ahirs and Kumaonis, and have had close dealings with Dogras and Gurkhas. I have, naturally enough, a slight preference for some of the classes, with their more attractive manners and customs but properly led there is little to choose between them. I should like to emphasise those words 'properly led', and will deal with that aspect later on. I will discuss each class in alphabetical order for obvious reasons (This tells the high sense of impartiality Britishers practiced with Indian troops).

"**Ahirs**—These are Hindus and are closely allied to the Jats. I think it is correct to say that the main difference between the two classes is that they do not inter marry. They will eat and smoke together; they are all sturdy agriculturists and come from the most

part from the Eastern Punjab, Rajputana and the United Provinces. They are independent and selfwilled, brave, industrious and orderly. They are conscientious workers and physically capable of great endurance and owing to their soldierly instincts are eminently adapted to the profession of arms. Both the Ahir and the Jat are extremely clean in their personal habits. They are rarely infected with venereal disease, and their abhorrence of the nude is, in common with most Indians, very marked. I well remember the Subedar Major coming to me on one occasion to tell me that some soldiers were washing themselves in the vicinity and were standing about with nothing on. They are very fond of games in the army especially hockey, foot ball, wrestling and Kabaddi (a form of prisoner's base).

“Dogras—The name for military convenience, has been applied to the Hindu fighting classes of Jammu, Kangra, Chamba and portions of Hoshiarpur, Gurdaspur and Sialkot. The classes enlisted may be classified under two heads i. e. Hill classes and Rajputs of the plains. Their history is intensely interesting and the official handbook on the Dogra is well worth reading. They are brave, chivalrous, very sensitive to abuse. By nature they are obedient and are somewhat shy and reserved. In litigation of which, in common with most classes of Hindu, the Dogra is very fond, he will pursue a case to its farthest limits inspite of adverse decisions. As soldiers the Dogras can be relied on for quiet courage, patient endurance of fatigue and orderly obedience. They are like other high caste Hindus, punctilious in matters relating to food and drink. Meat is a luxury with most of them and on occasions such as wedding feasts the amount of meat they can put away is amazing. All women are strictly veiled. Married women wear a nose ring, called a “Bali” usually made of gold.

“Garhwalis—These are Hindus and are inhabitants of Garhwal a hilly district about 100 miles north of Delhi. They have much the same characteristics as the Gurkhas and the Kumaonis. They are sturdy, brave, honest and faithful and are excellent fighters.

“Gurkhas—These come from the State of Nepal. The Nepalese enjoy complete independence and relations with the British

(now with India) are regulated by a treaty made in 1923. In the very early days Hinduism existed in the state, but about 200 years B.C. there was an influx of Buddhism. These two religions, Buddhism and Hinduism, flourished together but the former has gradually been supplemented by the latter. Nepal has a large number of races and classes. The fighting classes are divided up among various Regiments, thus the Thakurs and Chhetris are enlisted for the 9th. Limbus and Rais for the 7th and 10th and Magars and Gurungs for the remaining battalions. The Gurkhas, have in addition to their own dialects, a lingua franca known as Gurkhali or Nepali and after enlistment all men have to know Nepali and are also taught Hindustani. The Gurkhas has no scruples about drinking and smoking. He will not eat beef but is very fond of meat and fish. His staple food is rice. They are a warlike, sturdy and cheerful race of men. Good at games, especially football, they are very particularly keen to play with British soldiers. they have a strong sense of humour and have the likes, dislikes and characteristics of the British soldier to a marked degree.

“Jats—As I have already said— the remarks and regarding the Ahirs apply equally well to the Jats, though the general standard of education is perhaps somewhat lower. They are very sensitive of abuse and injustice and unless treated with consideration are apt to leave a service which they enter from a love of soldiering rather than as a mean of livelihood. Both the Jat and the Ahir are naturally vegetarians. They are not found of meat and are extremely fond of milk in its various forms. They will ask for extra ghee when training for athletics and will smile scornful when offered extra meat in lieu. They are as a rule abstemious but a number of them take alcohol in some form or another. Their interest in the rum ration was most marked.

“Kumaoni—These Hindus come from the hilly district west of Nepal — The Kumaoni is very similar to the Gurkha and Garhwali in appearance and characteristics. they are honest, good tempered, cheerful men. They are very heavy smoker and are fond of their drink—rum and beer being their favourite beverages. They eat meat whenever they can get it and I am certain that they obtained a fair portion of the Meat ration of the Jats whenever

it was possible to do this surreptitiously. A comparatively recent innovation with them is afternoon tea and a number provided themselves with plates and spoons for their meals. The Kumaoni is extremely fond of litigation and is rather conservative. He views any change with suspicion and when I tried them out with tinned vegetables they had to be dealt with rather carefully. Actually we had no trouble at all and later on they welcomed the issue of tinned potatoes. They are very fond of football but are not so keen on hockey. They will play basket and volley ball for hours on end. They are for the most part sturdy and wiry and are capable of sustained efforts.

“Madrasis—These come as their name indicates, from the Madras Presidency. They are chiefly enlisted in the Madras Sappers and Miners and as such have a remarkably fine tradition behind them. From the point of the view of the army the most important castes are the cultivating castes. A large number of Christians, mostly Roman Catholics, are enlisted. Other castes are the Adi-dravidas, Vellalas, Vanneyans and Agamudiyans—Some Telugus and Muhammadans are also enlisted. They all mess together and no especial arrangements have to be made on service for them—an obvious advantage. There are languages and caste sub-divisions in Madras and these all entail different ceremonies and beliefs.

Maharattas—These Hindus come from Western India in the neighbourhood of Satara and Poona Konkani Mahrattas come from the Ratnagiri and Kolaba districts and from Sawantwadi State. The Dekhanis come from Satara and Ahmednagar Districts or from Kolhapur State and some from Belgaum district. Their customs are similar, they live and eat together, but generally do not intermarry. Shivaji is their national hero. He made the Maharattas into a nation which in the past over-ran three quarters of India. They are a valuable addition to the fighting strength of India. Though of high caste they do not allow caste prejudices interfere with their military duties. They are cheerful and hard-working and take kindly to military discipline. Maharatta is very proud of his traditions and he lives upto them well.

“Muhammadans are Musulmans—These are enlisted in large number in the Indian Army. They are subdivided into Hindustani, Punjabi, Rajputana and Central India and Dekhani Muhammadans. Hindustani Muhammadans are mainly drawn from the U. P. Punjabi Muhammadans come from the area extending from the Indus to the Sutlej. These can be classed under four main heads—Rajputs, Jats, Gujars and foreign tribes e. g. Arabs, Awans, Persians, etc. who claim to be neither of them. They are more largely enlisted than any other class. Rajputana and Central India Muhammadans come from Alwar, Bharatpur, Bikaner, Jaipur, Jodhpur Central India. Dekhani Muhammadans are mainly recruits from Bombay, Deccan and some from Hyderabad State. The Koran or Muhammadan Bible is the gospel of Muhammadanism and embodies the teaching and precepts of the Prophet. Periodical fasting and purification before prayer is prescribed. The observance of the “Roza” or day’s fast of Ramzan is enjoyed by all true believers. On service, however, this may be dispensed with and large number make a “token fast” of a few days. There are five prescribed periods of daily prayer. Daybreak, 2 O’clock in the afternoon, before sun set, after sun set and on retiring to rest. Muhammadans will not touch pork in any form and the drinking of intoxicants is reprehensible. Polygamy is allowed but wives must be dealt with equity. Very few, now-a-days have more than one wife. All meat must be ‘Halaled’, i.e. slaughtered by drawing a knife across the throat, cutting the wind pipe and the gullet repeating the words “Bis Millah Illah Akbar” “In the name of the Almighty God” The principal festivals are the feast of the Muharram, the I’dul Fitar or breaking of the fast at the end of Ramzan, and the Bakr I’d to commemorate Abraham’s willingness to sacrifice his son. The Muhammadans are of good physique and excellent stamina. They are loyal and well disciplined, give little trouble and are excellent fighting men. Very fond of games; they are frank and pleasant to deal with.

“Pathans—They are Musulman tribes from the N. W. Frontier. Some claim descent from the lost tribes of Israel. They are naturally of a brave and warlike disposition. They are divided into tribes and clans of which there are over 60. Amongst the better

known are Afridis, Khattaks, Mahsuds, Mohmands, Yusufzais and Orakzais. Their language is divided into two branches, the hard or Peshawari dialect, and the soft or Khandahari. The Pathan's honour is regulated by a code called Nang-i-Pakhtana and should he omit retaliation for either personal insults or family blood feuds he is exposed to the scorn and ridicule of his tribe. Men at feud with each other may serve side by side in the Army but the feud is never forgotten and if either man can get the other into trouble he will do so. Pathans are as a rule frank and open in their manner. The transfrontier tribesmen are more downright and show little distinction for rank but they seldom intend rudeness. Their appetites are enormous on festive occasions. I well remember a lunch party up in Waziristan and having completed to saturation point, my host enquired if I was unwell or was it that I disliked the food? My appetite was to him obviously very poor.

“Rajputs—Are high caste Hindus. For recruiting purposes they may be divided into United Provinces Rajputs, Rajputana Rajputs and Punjab Rajputs. They are a proud and warlike race, split into numerous classes of which 36 claim to be of Royal blood. Hindus may be divided into four main castes—The Priest or Brahmin, the retainer or man of noble birth—the Rajput. The trader, agriculturist, etc.—the Vaishya. The slave—the Sudra. In time these clans all expanded and subdivided into other sub-castes. The ambition of every Rajput is to add distinction to his family pedigree by marriage. A Rajput man may accept a wife from a clan inferior to his but a girl must marry her equal or into a superior class which all makes for a greater competition for husbands—and more expenses.

“Sikhs—A race mostly belonging to the Punjab and followers of the Gurus. The first Guru was Nanak and the religion was founded about 1500 A. D. Sikhism was inspired by a revolt against the ceremonial and social restrictions of the Hindu religion. The religion of Nanak was quiescent and non-aggressive and ran an uneventful course until 1581 when the fifth Guru Arjun succeeded. Arjun, though a man of eminent piety also dabbled in politics and he was arrested. This arrest started that Muhammadan persecution which was the turning point in Sikh history and Sikhism

was from that time perpetually in conflict with Islamic power and religion. His successor Har Govind was a warrior and under him the next three Gurus and the Sikhs were constantly in conflict with Muslims. The last Guru Govind Singh preached the doctrine of the Khalsa—and his teaching were intended to convert the followers of Guru Nanak into a militant body without affecting their relationship with the Hindus. A Sikh who wishes to become a follower of the tenth Guru goes through a ceremony, when about 15 or 16 years of age, called taking the Pahal or Amrit. He eats out of a vessel in common with others taking the ceremony there by professing to break through caste prejudice. He is also sprinkled with and drinks the Amrit which is sweetened water. He thus becomes a "Singh" or lion. He also adopts the five Ks, the Kes which is long hair. He must not cut his hair or beard. The Kara iron bracelet which must always be worn. The Kirpan—a short sword. In the Army it is worn in miniature in the hair. The Kangi—a comb which must also always be worn. The Kach—short white drawers worn as a sign of modesty. Sikhs, who follow the teaching of the 10th Guru may not smoke and the meat they eat must be 'Jhatka'. The animal is killed by having its head cut off with a single stroke of a sword. The Sikh will not eat beef but is fond of meat, especially goat. He is very partial to rum and other intoxicants. He usually has one wife only but in cases where an heir is not forthcoming he marries a second time. Strictly speaking there is no caste system among Sikhs but in practice they have adhered to their original Hindu castes so we have Brahman Sikhs, Rajput Sikhs, Jats Khattris, Lobanas, Ramdasias and Mazhbhis are chiefly enlisted. There are many warlike races in India whose military qualities are of a high order and of these the Sikh undoubtedly takes a high place as a thoroughly useful soldier.

"What I have said must necessarily be only a brief outline. I hope I have convinced you that soldiers, men who are not to be confused with the coolies who carry your luggage off the ship at whatever port you landed, not to be confused with the inhabitants of the bazaar. You must fill in the gaps I have left by getting to know the habits and customs of the men in your own particular units. To know them you must get down to the language as

soon as possible— and the sooner you master that the sooner you will appreciate their many good qualities.

“In conclusion I should like to mention that there is an official handbook on nearly all of the classes I have mentioned. Try and get hold of the ones which concern you. They give a great deal of detailed information and there is a lot of interesting stuff in them”. (Do we as Indian also try to know the troops, their characteristic. I think we should have still greater understanding than what the Britishers had of the Indian troops).

About the background of the Indian soldier the British Commanding Officer said, “I want in this lecture to tell you a little of the conditions of service of the Indian soldier. I can only give you a very general outline and as I said in my previous talk you must fill in the details yourselves. I should also like to impress on you that the information given is by no means an authority. I do not claim 100 per cent accuracy and details will vary in individual units. Changes in conditions and terms of service are also bound to occur from time to time and may already have taken place by the time this appears in print. (The details given here may not be applicable today but it does give us an idea of British officers and their approach and practice to go into great details in the man-management of soldiers).

“The organisation for the recruiting of the Indian Soldier in broad terms is as follows—India is divided into areas each under a Recruiting officer. Under him are Assistant recruiting officer and paid recruiters, usually ex-soldiers. In exceptional circumstances recruiting parties from units are sent out.

“Training battalions, centres and units who deal direct with recruiting officers submit forecasts of the requirements. The recruiting staff collect the recruits and send them to training centres in batches. British officers’ tours are sometimes made at units own expense. These keep up regimental connections and are of undoubted value in keeping in touch with ex-soldiers and relations. Paid Recruiters receive up to a maximum of Rs. 2/- for each recruit who is brought in and inspected. No payment is made for a recruit with defects that should have been obvious

to a trained recruiter. In addition a number of recruits are brought in by retired Indian Officers, civilians, etc. The best season for recruiting is when village life has slackened off i. e. from the beginning of January until the spring harvest in April. After the spring harvest until the sowing of the autumn crops is also a good time but this means that recruiters have to work in the heat of summer.

“On arrival at the training centre recruits are put into squads and having completed their training they are drafted to their active units as required.

“The vast majority of recruits on arrival are very uneducated and usually not in the best possible physical condition. It is amazing to see the development whilst at the training centre. A certain number of cases of recruits who absent themselves without leave invariably occur – usually because of home sickness or the strangeness of their new surroundings. Most of these, after a few days in their village, return or are brought back by their relatives – are treated rather as naughty children and all is well.

“Pay and Allowances Regulations give the various rates of pay and a glance at those regulations will show how varied are the types, classes etc. enlisted – and how numerous are the allowances. Before I touch on pay I should like to run through the various ranks we have in the Indian Army. The Indian Officer – Viceroy’s Commissioned Officer as he is called, has no counterpart in the British Army. He is the link, and a very valuable one, between the Indian other rank and the Commissioned Officer. The latter may be B. O. , K. C. I. O. or I. C. O. In my unit we eliminated these various distinctions and referred to all Commissioned officers as B.Os. The V. C. O. lives in close proximity to the I. O. R. and coming from the ranks probably from the same village as many of his men is in close touch with them, knows their little idiosyncrasies and is a capable and willing adviser on all matters relating to your men. I say “willing” but he will only be that if you encourage him, I will refer to that later. It is no exaggeration to say that the V. C. O. is the backbone of the Indian Army and lucky is the

unit which has a team of first class V.C.Os. who are happy together and happy in their relationship with their B.Os.

“The senior of the V.C.Os is the Subedar Major in the Infantry or Risaldar Major in the Indian Armoured Corps. He is the confidential adviser to the C.O. and is most carefully selected for his loyalty, staunchness and uprightness of character. He is responsible for the well-being of the men in the regiment and must be aware of everything that goes on inside the unit. The excuse that matters had not come to his knowledge is never accepted. Consequently his status is extremely high and nothing must be done to impair his position as long as he holds it. He wears a small crown on a strip of braid. He gets a special allowance of Rs. 50/- per mensem which he continues to get when he goes on pension.

“Below him is the Subedar who wears two small stars on both shoulders. He is the senior V.C.O. in the company and acts in a minor degree in a similar capacity as the S.M. to his company commander. He is the second in command of a rifle company or is in command of certain platoons in HQ Coy. In the Indian Armoured Corps the corresponding rank to the Subedar is the Risaldar and his functions are similar. He commands a “troop” or is second in command of “troops” which are commanded by B.Os. depending on the type of unit.

“The lowest rank of V.C.O. is the Jemadar (now Naib Subedar) who wears one small star on each shoulder. In the Infantry he is a platoon commander. In the Indian Armoured Corps his duties are similar to a Risaldar. From the Jemadars two appointments are made. The Jemadar Adjutant who is the assistant to the Adjutant, relieving him of much of the detail regarding duties, strength returns etc. He also assists in the training of cadres etc. The Quarter Master Jemadar who is the assistant to the Q.M. .

In the non - commissioned ranks we have the Regimental Daffadar Major (I.A.C.) or Bn Havildar Major (Inf), who corresponds to the R.S.M. in the British service.

On the ‘Q’ side there is the Regimental Quarter Master

Daffadar (I.A.C.) the Regimental Quarter Master Havildar. In Squadron Coy, we have the Squadron Daffadar Major or the Coy Hav. Major with the corresponding 'Q' representative.

“Lower down there is the Daffadar (IAC) or Havildar (Inf) corresponding to the British Serjeant and the Lance Daffadar (IAC) or Naik (Inf) the equivalent of the corporal. The Acting Lance Naik correspond to the Lance Corporal. In the Infantry there are two sorts of Lance Naiks, the Paid and Unpaid. Paid Lance Naiks are limited in number to those authorised in establishments. Unpaid Lance Naiks may be made up to any limit, usually laid down by the C.O., A.L.Ds and all Lance Naiks are appointments and the C.O. may order the relinquishment of these appointments summarily.

“In addition to these rates of pay Havildars and Naiks can earn Good Service Pay. Provided he has two years service as an N.C.O. and is recommended by his C.O. under certain regulations a Havildar or Naik can get after 2 years Rs.2/-, after 4 years Rs.4/- and after 6 years Rs. 6/- Good Service Pay each month. A sepoy, provided he is 16 years of age, has two years service, physically capable and is certified by his C.O. to be an efficient soldier, gets proficiency pay of Rs. 2/-per mensem. Extra duty pay is admissible for signallers, artificers etc. In addition there is deferred pay Rs. 2/- is credited to every I.O.R. each month which is payable to him, provided the C.O. recommends that it be paid, at the end of his service or in the case of death to his heirs. Other allowances are - (1) Expatriation Allowance for service out of India (Subedars Rs. 20/-, Jems. Rs. 12/-, NCOs Rs. 9/- and Sepoys Rs. 5'- (2) Batta - a field service allowance (Subedars Rs. 16/-, Jems. Rs. 9/-, NCOs. Rs. 6/-, Sepoys Rs. 3/-). Followers, cooks, water carriers etc. get slightly lower rates of pay than a sepoy.

“All ranks are housed, clothed and fed. A special messing of Rs. 2/-per man is paid into Company, or equivalent, messing fund and is intended to be spent on supplementary messing.

“In peace time the sepoy does very well in the matter of leave. After one year's service he gets leave or furlough every year. He gets leave one year when he is given a railway concession

of half fare, and furlough the next year with a free railway pass. The amount of leave or furlough varies and is dependent on local conditions, minimum strength required to be maintained in the unit, etc. Usually, however, he gets two to three months leave or furlough. (Pay and allowances, leave concession have since been changed to meet present conditions).

“Discipline in the Indian Army is usually good. The main differences between punishments in the Indian and British Army are that under the Indian Army Act the soldier has no right to demand trial by court martial when the punishment affects his pay. Thus a C.O. may award up to 28 days rigorous imprisonment on the delinquent and he has no right to claim trial by a court martial. The other big difference is that under the I.A.A. a C.O. may try a man by Summary Court Martial. This is peculiar to the Indian Army. The C.O. constitutes the court but the presence of two officers is essential to make the trial legal. These may be either V.C.O. or B.O. They take no part in the trial and merely attend the court. By a summary court martial a C.O. may award up to 1 year’s rigorous imprisonment and may direct that the sentence be carried out in military custody. Usually a sentence of more than three months is also accompanied by a sentence of dismissal and in this case the sentence is carried out in a civil Jail. Trial by summary court martial is extremely infrequent and trial by District Court Martial rarer still, largely as a result of the existence of the former. (It would be worthwhile to examine the Indian Army Act framed by the Britishers and adopted by India as Army Act after independence).

“I should like to say a few words about the men’s messing. This, of course, varies in each unit and you will doubtless find some one in your unit who will take you round the cook houses and explain the system of feeding your men.

“I took some Australians round my cook houses on one occasion, an unannounced visit and they were all impressed with the cleanliness of the show. I do not mention this to boost my own unit but merely to show that the Indian soldier is naturally clean in his feeding arrangements and with very little encouragement will keep his cook houses tidy and clean. (This was primarily

due to the fact that cooking was done in traditional India style). I have found that the men appreciate your personal interest in their food and I found that the cooks showed more keenness when I sometimes tasted their chapatties, the vegetables or meat or the dhall-Dhallis a form of dried split lentil. But it isn't every body who likes Indian food.

"In the early morning we give the men hot tea and a chapatti or biscuits. If you don't know what a chapatti is you soon will. Their morning meal consists of chapatties or in the case of rice eaters, rice and curried vegetables or Dhall. The men have afternoon tea at about 3.30 or 4 p. m. and their evening meal, consists of chapatties or rice with meat and vegetables. This may sound rather dull fare but you must remember there are various ways of cooking this menu. I am not an expert on Indian cooking but, for example, the chapatti is cooked sometimes with ghi, sometimes without. I won't bother you with their distinctive names. You will find that your V.C.Os. and the messing committee, usually formed in each sub unit, will ring the changes and variety in diet is essential if you want to keep your men happy and fit.

"As I said, customs vary in each unit- but in my Bn. we had a VCOs mess, a senior NCOs mess for naiks and upwards and the men's mess. Each company had its own messing committee consisting of a VCO and three selected other ranks.

"In the lines in peace time practically all Hindus bath before feeding and a number of them, especially Rajputs, change into white clothing. It isn't therefore, a case of bolting into the cook-house, getting their food and eating it. Time must be allowed for them to carry out their ablutions. In camp, on active service conditions, the bathing, is dispensed with.

"In my remarks about the various classes enlisted in the Indian army I referred to Hindus not eating beef and Mohammedans not eating pork. I should like to emphasise that neither will they touch it or have any thing to do with the flesh of the animal. The siting of slaughter houses needs a little reasonable care. Indians do not as a rule like seeing animals killed and slaughter houses should be sited some distance away and out of sight of

the main camp especially where religious susceptibilities are concerned.

“On active service things aren’t so easy and it is upto you to do your level best to feed your men as well as you can. I found that it was always possible to get hot tea upto the men. A large number of the men could however, make their own tea-but they had to be taught. We carried extra tea, sugar and milk in company first line transport and in several occasions this arrangement gave the men an issue of hot tea which they otherwise would not have had.

“Whilst on the subject of messing I should like to refer to the officers mess. You are authorised a mess Havildar and a good one is worth his weight in gold or service, especially. You also have mess orderlies and mess waiters. Remember that the Havildar and orderlies are serving soldiers and can not be expected to handle food-some of which may offend their religious beliefs and customs. The mess Havildar’s job is to supervise the general running of the mess, purchase supplies and look after the mess equipment, servants etc. The Mess orderlies assist him and when it is available, look after the drink etc.— but they do not in most units wait at table. They will bring you tea and generally look after you and on service, the orderlies in my unit brought up the food as well, but you cannot expect it in all cases. The mess waiters are in a different category. They are enlisted for that purpose, and are not necessarily of the fighting classes. Two of ours, however, armed themselves when hostilities started and did extremely well on several occasions.

“Look after your mess staff and they will look after you. Remember that when you are tired and possibly somewhat ill-tempered, they may be as tired as you are. If the tea does arrive tepid it may not be their fault, and they are just as sensitive as you are to abuse or an unjust telling off. (We will have to accept the minor details that the Britishers have gone into to take care of the men they commanded).

“One final word about your personal servant, your orderly or batman. Remember he too is a soldier and is intended to look

after your personal comfort in order to enable you to spend more of your time looking after your men. He is not a menial nor should be treated as such. Treat him kindly and well and you will have good reason, one day, to be grateful to him. Look after the soldier side of him. Make him take verbal message frequently. Insist on his being physically fit and smart. Find out from the adjutant what parades he should attend and see that he does attend them. School, P. T., map reading, water and sanitary discipline, attention to wounded, digging of slit trenches are all subjects in which we should have training. An elementary knowledge of cooking is desirable. Don't let his training be confined entirely to your own comforts "

Socio-economic background of the troops.

The readers will understand for themselves the approach and ability of the British officers to analyse the socio-economic and cultural background of the Indian soldiers when they commanded successfully with honour and dignity. While explaining the socio-economic background of Indian troops to the newly posted officers of his battalion the British Commanding officer said--

"I should like to tell you a little more about the Sepoy, and in particular his village life, so that you may appreciate what a great difference there is between life in the army and life in the sepoy's home. It is impossible for me to generalise or to cover all the ground and I can only repeat what you must be now rather tired of hearing--you must find out the rest for yourself.

"A large number of our soldiers are land owning peasant-farmers and the ownership of land determines social status. He clings to his piece of land which may vary from one acre or two to many acres and is ever anxious to increase his holding.

"You will often find that a man will enlist leaving his family and his land in the care of a relative. Conditions at the time of his enlistment were satisfactory, but after a year that relation may die or conditions change and an application for discharge on compassionate ground is the result. Such discharges are practically impossible in war, obviously, but you can, by a sympathetic

handling of the case, relieve the sepoy of a great deal of his worries. Civil officials, District Soldiers Boards are always ready to help and may find a solution for the unfortunate man. His home life means a great deal to the sepoy. As a rule the standard of housing, especially in the Punjab has improved a great deal since the last war. Sanitation varies, but steady progress is being made especially in villages where the uplift propaganda has been disseminated. The standard of living in the Punjab is probably the highest in India— for three reasons. The cold winter which compels more attention to housing, clothing and food. The vast system of canal irrigation developed in the last fifty years. The Army, which teaches a very high standard of living and self-respect.

“Many are the problems of the villagers. To some of these a solution has been found and progress is steadily being made. It is impossible for me to deal with these in detail. I will indicate some of the major ones. Land is equally inherited by all sons and in course of time this has resulted in a man owning, say ten acres scattered all over the village. The remedy was the forming of a co-operative consolidation society.

“Erosion is another problem caused by the increasing livestock of the increasing population. Livestock thins out the valuable grasses and removes the protective covering of vegetation, while the hoofs pulverise the top soil for wind and rain to remove. The cure is closure of the pastures and stall feeding.

“**Education** — India suffers from a lack of education. In many villages headman has set aside or given a building for a school which his sons attend. The school master has occasion to use some form of discipline on the boy with the result that the school is closed until some other public benefactor comes to the rescue. Education under these conditions is well nigh impossible. On the other hand some classes and communities are making handsome efforts but public support is still lacking. One has only to read the numerous appeals sent round to units to realise that a great deal remains to be done. The education of women has been neglected but this error has now begun to be realised— Co-education where possible, is being

extended. In the Punjab there is a domestic training school from which women are sent to the village to teach the village house wife everything she should know to enable her to run a house and bring up children.

“A vast number of recruits are almost completely illiterate. Education in war time is a tremendous problem, but wherever it is possible to do so – efforts are being made to educate the sepoy. You will appreciate how important this side of the men’s training is, with the requirements of modern warfare.

“**Marriage and other ceremonies**– A whole book could be written on the marriage customs in India amongst Hindus, as a general rule, there are three periods, the betrothal, the marriage and the home taking or consummation. The betrothal usually has taken place before a man enlists, and, for the most part, it is with the other two ceremonies that we are concerned, for the soldier will invariably present himself for leave for those important ceremonies. The amount of leave is usually laid down in your unit. As a rough guide from 15 to 20 days is usually given for a man’s own marriage and a lesser amount leave for the marriage of his son or daughter. For Maklawa or the home taking about 10 days is normal.

“In Hindu marriage ceremonies much depends on the Pandit or Priest. There is much consultation with the stars and other omens in order to carry out the ceremonies on auspicious days. But men can arrange their marriage during recognised leave periods. The individual must find out when he can get leave and then let his relations know when to arrange the marriage. Occasionally the relations take matters into their own hands and arrange things without the knowledge of the sepoy. That’s just too bad—so don’t let yourself be bounced.

“Leave is also asked for to attend funeral and birth ceremonies. Hindus are cremated and the ashes thrown in a river. On service where cremation is not always possible, burial is permitted.

“According to Mohammadans, marriage is a sacrament and not merely a social function or a matter of convenience. Betrothal usually takes place between the ages of 10 and 15. Marriage

nearly always takes place at puberty and the bride goes to live with her husband at once, otherwise she lives with her parents until of fit age.

“All marriages are accompanied by much feasting and ceremonial and are usually very extravagant. Each ceremony is marked by feasting and presentation of gifts and menials of both parties reap a rich harvest.

‘Hindu widows do not re-marry and although Mohammadan law does not forbid the remarriage of widows, among the higher classes of Mohammadans widow marriage is looked upon with disfavour.

“**Religious teachers** – Most units have their own religious teachers. Thus Mohammadans have their Mullah or Maulvi. Hindus their Pandit, Sikhs their Granthi. They should be treated with respect and if you treat them as you would a V.C.O. you won't go far wrong—They are, for most part, delightful elderly men and for that reason alone if for no other, are entitled to your respect.

“I am afraid I have left a great deal unsaid. It is impossible to deal with the subject at greater length. But we have always avoided interfering with the religion of the Sepoy and only on rare occasions have we come into conflict over them. If in doubt ask a senior V. C. O. and he will be only too ready to give you the benefit of his advice and in the vast majority of cases that advice will be sound.

“**Games** – I should like to say little about games. With the vast expansion of the Indian Army it is not always possible, especially overseas, to have hockey and football grounds in sufficient numbers for every one to get those games often enough to keep the men happy. Your recreation facilities may and probably will be restricted – but that is where your brains and initiative must get to work. Often have I heard the remark “But Sir, basket ball and volley ball are so damned dull.” If they are dull to you how much more dull are they to your men? Believe me, they like having you down at their games and recreation. The fact that you are playing that particular game introduces a fresh element on

that particular occasion. Another remark often heard "But I'm no good at games". If you will forgive me my answer to that is "how childish". I could substitute a more formidable word. I have no patience with that type of remark. Find your level-there must be some of your men equally weak and in time you will improve. But if you really are quite hopeless at ball games, then take an interest in them and identify yourself with their recreation as far as you possibly can.

"But hockey, football and basket ball are not the only games. Get them to play their own games such as kabaddi-a form of prisoners base, chinji tarap-a kind of hopscotch. There are many others. Organise treasure hunts-You'll find a lot of cheatspaper chases etc. One of the most successful afternoons we ever had was for half the Bn to abduct the C. O. and for the other half to rescue him. Certain reservations had to be made e. g. in view of the C. O.'s delicate health he could not be carried, but the game was played with enormous enthusiasm, whilst the use made of ground and cover instilled military lessons as well.

"Get your brains to work and when opportunity offers keep your men really amused. A word of warning though-remember that the men require some time to themselves. But experience will guide you in that respect. Remember too, that the selected gladiator spirit is discouraged in the Army. Try and get all your men out, not the same old team every time.

"Don't forget that there are other ways of amusing your men. Moustache competitions, don't laugh-it kept men interested for three months-garden competitions-grenade throwing and in that event the officers team beat all comers hollow and encouraged the men to greater efforts. You will learn a great deal about your men in their recreation periods-and you will be able to pick out leaders-and that alone will make your participation in their games worthwhile. Play yourself-even if you are rotten and sometimes at the end of your game a race to the canteen for a bottle of lemonade for the winners will cost you a few annas and will be much appreciated".

Officer men relationship

On officer men relationship, the British commanding officer

said, "Much has been written on the subject of man management, Leadership, the handling of men etc., and I make no apology for dealing with this vitally important subject. I am aware that I am going to repeat what has often been said before, but for all that I ask you to bear with me.

"Personal Example-To set an example requires character and knowledge. May I put it to you in this way? You have been placed in command of whatever your sub unit is because you were considered to be the most efficient man for the job. But that doesn't mean you are infallible, you will make mistakes and please note that those mistakes won't be too serious. You have a lot to learn and all too little time to learn it in. What are you doing about it? You have got to convince your men that you are their leader in the truest sense of the word. And you have got to be able to do better than your men can. You must strive as much and more, than you expect from them. You have got to stick it out better than your men.

"It is a big thing, this personal example and it counts for a lot. It is true in any army, but it is a hundred times more important in the Indian Army. Your own integrity must be beyond reproach. You must be honest with yourself and others. Your men must have confidence in you and you have got to earn and deserve that confidence.

"Don't forget that your work, your turn out and your behaviour is watched by your men. Make quite certain that you are not at fault in these respects. Your loyalty to those above you must be beyond reproach. If you fail those above you, you cannot hope to succeed with those under you.

"Your Brother Officers- Indian Units have both Indian and British Commissioned officers. Your tastes, your outlook of life, differs in many respects. The I.C.O. requires understanding from you, just as you require understanding from them. One taste which most Englishmen will never understand or appreciate is Indian Music but when you come into the mess and young so and so has tuned into the Delhi Hindustani programme don't

tell him to switch off that "bloody row". He probably dislikes 'Dame Nellie Melba' just as much.

"The I.C.O. varies in capability just as you young officers do. But there are lots of first class men amongst them. Get to know them so that you can pull together. God help the unit in which the officers are not a happy family. A Brigadier wrote of one of my Indian Officers "I could not wish for a better leader British or Indian"— and you have only got to read accounts of decorations won by them to realise what there is in them. They have, the vast majority of them, done and are doing their job well.

"And I should like to ask that I.C.O. to do their bit in reaching a happy understanding with the new arrivals from England wherever they came from. I don't want to convey the picture that the present situation is unsatisfactory—but the Britisher has been often accused of insularity, of being reserved with strangers and I think that accusation sometimes applies equally to you. When each realises the other's worth all is well, but time is short and the time for real understanding is long before you are in contact with the enemy.

"Viceroy's Commissioned Officer – I want to refer to an Indian word "izzat". There is no exact translation of the word but it has a double meaning. It refers to the rightful sense in the individual of his personal dignity based on his attainments or position and the recognition of the part of others also of the respect which is rightfully due to him. Please think that definition over carefully. A V.C.Os "Izzat" is a very precious thing— and nothing must be done to impair it. It applies equally to other ranks but an officer who is without 'Izzat' or has lost his 'Izzat' might just as well be out of the service.

"He is a grand fellow, the V.C.O. There are weaker vessels, of course, but he deserves all the consideration and respect you can give him. On first introduction shake his hand warmly. If he comes to see you see that he is not kept waiting outside. Offer him a chair, a drink or a cigarette— unless he is a Sikh when the latter would be omitted.

“Address him by his rank and the word “sahib” – on parade. Off parade his name with the addition of “sahib” is usual. Later, as your acquaintance develops, the word “sahib” off parade may be omitted. Cultivate him and he will prove of inestimable value to you. He will advise you as to the merits and demerits of applications for leave etc. Remember though, that you are the commander and that you must accept the responsibility for whatever decision you make. Listen to his advice, remembering that to err is human, and the V.C.O. is very human and then make up your mind whether to reject or accept his advice.

“Your men – If you are going to lead your men you must know your job. If you don’t know – ask someone able to tell you. If instructing your men make sure you know what you are teaching and know a little more than you teach. It is surprising how much an interested squad can and will ask you when you have finished.

“Be scrupulously fair in all your dealings with the men. See for yourself that guards, duties and fatigues are evenly done by all. Some men seem to be unfortunate in getting all the dirty work unless you watch it. And in connection with unfair distribution of labour I want to refer to “bhaibundi”, meaning brotherliness or brotherhood, coming from the word “bhai” – brother. The same thing occurs but to a lesser extent, I think in the British service “Bhai” may be used as a loose term meaning neighbours, i.e. coming from the same village or it may mean the real relationship of brother, It occasionally is used as a general term, e.g. a common form of address to a fellow man, or it may be used as a person addresses his congregation.

“It is with the first two meanings that I want to deal. A man will push his bhai forward for promotion or an appointment he may try to get preferential treatment in the matter of leave or in other matters. The converse is true and a man will produce his “bhai” to swear that he didn’t and couldn’t possibly have done what he is accused of having done, and you will recall what I said about V.C.O being human, and will understand the allusion. Don’t run away with the idea that the Indian Army is run under a universal

system of "bhaibundi" but keep your eyes open and don't forget that there are weaker vessels in the service.

"Never give an unreasonable order and think out your orders beforehand. Your men are reasonable being and will carry out your orders if they are reasonable and understood. Be firm but kind. You will have to find out yourself the border line between considerate treatment and iron discipline. Treat your men as you yourself would like to be treated and you won't go far wrong. Don't let them get away with slovenly or careless work. A pat on the back or a few words of approbation does a lot of good but don't overdo it. Don't get the reputation of being too easily pleased. Insist on your orders being obeyed exactly. And this is more important as conditions get worse. The time may come when you will have to decide to tighten up essential discipline whilst relaxing or remitting petty restrictions.

"It is easy to say never abuse your men. There are times when everything has got to be done to get your men to hand on, or to get your men on to your objective— But as a general rule you will get little respect or admiration if you abuse them. The men aren't bloody fools though they may and will do foolish things. Remember that what may be a common expression amongst your fellowmen—"gali" or abuse to an Indian soldier is strongly resented and you will lose far more that you could possibly gain.

"Talk to your men at odd moments. They won't make the first advance—Talk to your men on the touch line when you aren't playing yourself. Enquire about their homes, whether they have heard from or written to their relations lately. You may find some sepoy in trouble over which you can be of assistance. On service and in action take every opportunity to pass on bits of information you have heard. It all helps to keep their interest alive.

"Look after the health of your troops. Make friends with the M.O. of your unit, he knows a lot about your men and is willing to talk to you about them. If your sick rate goes up it's your job to find out why. On service there are a hundred things you can do for your men. Has your drinking water near your position been

treated? A nearby supply will save your men having to carry it. Have you done all in your power to get a change of socks for your men? There are lots of things you can do and it all helps.

“A word for the followers. Too often they are forgotten and left to fend for themselves. If your men are under shelter see that the cooks, water carriers and sweepers, get a fair share. During train moves see that they have as much space as the rest of the men. See that the underdogs get a fair deal when complaints are made about their conduct.

Discipline and Morale—Much has been written on these closely allied subjects. The one leads to the other and remember that morale once lost is tremendously hard to regain. Discipline based on punishment will not last under the strain of battle. A good officer will require to have little recourse to punishments. Petty punishments should be avoided. If an officer has to punish, punish hard after fair warning.

“See that your men understand the reason for saluting and you will have little trouble on that score. Return all salutes in the regulation way. V.C.Os. salute all British Officers and in that term I include K.C.I.Os. and I.C.Os. and E.C.Os. The custom in most units is for captains and subalterns always to salute all field officers, majors and upwards and the Adjutant the first time he is met. On parade, of course, juniors salute all seniors. Don’t walk about with your hands in your pockets and always wear some form of regulation head gear and never return a salute with a flick of the finger or with a cigarette in your mouth.

“Do all you can to foster” “pride of unit” in the men under your command. Healthy rivalry is all to the good, but “esprit-de-cropps” does not mean running down other units. You may see things in other units of which you do not approve, but keep those things under your hat and make sure that your unit is not guilty of the same faults.

“Co-operation— There is a little booklet called “The Officer and Fighting Efficiency” — and at the end are a number of questions for Junior Officers. Question No. 35 reads as

follows – Do you discuss difficulties and compare notes with your fellow officers? Do you pass on tips and consider theirs? When did you last display a piece of initiative? Have you ever volunteered an original idea on training or administration and secured its adoption?

“Behind all these questions lies the basic idea of co-operation. You, as an officer are part of a team selected to lead your unit. You are a form of co-operative society. Are you pulling your weight as a member of that team? Don’t run away with the idea that as a junior member you have no say in the matter— Your ideas matter, and if they happen to be poor ideas and you are told so, no real harm is done.

“But remember that when a decision or an order has been given, co-operation is still necessary. The time for discussion is over and your job is to co-operate loyally to achieve the fulfilment of the decision or order. To grouse or to discuss the matter further is wickedly disloyal. It will lower your position in the eyes of your subordinates. So don’t do it.

“Get to know something about the other units in your formation. Remember that one day you will be fighting on the left or right, or in front or behind that unit. And it means a lot to know and respect that other unit. See that your men get in contact with them. Arrange matches and competitions with them. When you visit your sick in hospital have a cheery word for men of other units. It may be impossible for officers of that unit to get to all their men. Be prepared to spend the maximum possible time and not the minimum in the ward. Owing to pressure of work I was unable to go to the hospital for three weeks and was “told off” by two sepoy of my unit. I haven’t forgotten it, and felt very small, I said “Owing to pressure of work” but I could have made the time if I had really tried.

“Take some cigarettes, a pencil and paper with you, the latter to make notes of requests by the men. One is worried because he has not been able to get a money order off to his home, another wants a petition sent to the District Soldiers Board. But I have wandered from my main idea – co-operation.

There is much you can do to help. Get to know your gunners. Know them by their names and on service with them the wheels will go round so much more smoothly. If you manage to annex a pair of geese remember that the gunners might appreciate a change of diet as much as your own officers do.

“In conclusion and to sum up what I have tried to impress on you here are ten commandments for you. Know the language. It isn't as difficult as it appears and you will be of little use until you can understand and be understood. Know your job. Let your men see that you can and will do every thing you ask them to do, however tough and unpleasant it may be. Be firm and impartial. There is no place for favouritism and it isn't always easy to avoid the appearance of favouritism at first. Some men are easier to talk to than others. Don't loose your temper unless you can control it. Righteous anger is a very different thing to uncontrollable rage. Don't abuse your men. Know your men, know their customs and their country. A visit is ideal but if impossible study the map and read up what you can. Be accessible. The men have a right to see you at the right time and place. It's your job to fix the time and place. Be sympathetic. Lord Wolseley put it well “As officer should sympathise with their likes and dislikes, their pleasures and annoyance being ready at all times to listen attentively to their grievances be they supposed or real, until at last they regard him as one of themselves, a companion and a friend. For, and with such a man, they will brave any danger and endure any amount of privation.” Don't introduce reforms until you have settled down. Let the improvements appear to come from inside your unit rather than imposed from without. Work hard, play hard, fight hard and when necessary, die hard.”

Career planning of men

You would appreciate every word of the British commanding officer which he used to tell his officers which I have tried to preserve and reproduce in the preceding chapter. With my own experience and service in the Indian Army between 1961 and 1981, I found that there is yet another and very important factor which

would directly affect the final outcome in the battle field, the responsibility of which devolves on the commanding officer. Due to continuous expansion of the Armed Forces since 1947 and modernisation of weapons resulting into frequent reorganisation, the proper career planning of the men has gained special importance. Faulty and no career planning of the men has been mainly responsible for stagnation, wastage of experienced soldiers due to limited promotion avenues and subsequently expansion is done with the help of less experienced manpower. While the new raisings are planned at higher level, the Commanding Officer will have to spare the manpower for new raisings keeping in view the promotion policy in the battalion. I have, therefore, tried to bring out certain important factors and points that should be kept in mind so that the experienced manpower is not wasted out.

Due to expansion and reorganisation from time to time the career planning both for officers and men has become an essential part of administration. The importance of sound career planning is also important for the welfare and morale of the soldiers. Although there has been some progress on the career planning of an officer by opening a career planning cell at Army Headquarters, one can hardly imagine any thought being given towards the career planning of Other ranks. Faulty career planning can have serious consequences in the smooth flow of manpower in the Armed Forces and wastage out of the armed forces. At times the most efficient soldiers are wasted out as Sepoys and inefficient are retained in the services even upto the rank of Subedar Major. The aim here is to examine the various aspects of career planning for other ranks and to suggest various methods to organise career planning of other Ranks by the Commanding Officer as well as by the Record offices of the Regiments. There are various means which will help Commanding Officer of a unit to have first hand knowledge of the career planning state in his unit. The Commanding Officer should, therefore, study the following in respect of the unit they command.

The first and foremost requirement is to get hold of the existing service state of the unit as held by various ranks on a particular date. The Commanding Officer would find that various ranks in

battalion are most unevenly distributed – servicewise. Sepoys probably from 1 year to 14 years of service. NCOs from 9 years to 20 years of service. JCOs from 18 year to 26 years and so on.

Having seen the service state of various ranks and file the Commanding officer can deduct that firstly there may have been unplanned intake of trained soldiers during the preceding years. For instance the normal intake of sepoy may have been 10 to 15 per year whereas the intake during the year of raising may have been to the extent of say two hundred trained soldiers. Secondly, the unplanned intake of trained soldiers is bound to create stagnation at a later stage. You may find the sepoy and the NCOs from the same service group and therefore many of them will have to be wasted out as Sepoys irrespective of their capabilities and experiences of war. Thirdly, a large number of young soldiers taken in the unit during the raising year will result into equally large number of them proceeding on retirement and thus again a heavy demand on the Regimental Centres and thereby repeating and creating the similar situation in future for career planning.

The unplanned intake of trained soldiers into the unit is normally either due to new raisings or due to heavy casualties during the war. Whatever be the reason, as and when there is large demand for the intake of trained soldiers, the trained soldiers should be posted in from various other sister battalions. These Sepoys should be from various service groups. The remaining vacancies can be filled by newly posted trained soldiers from the Regimental Centres. This requires a partial career planning by the respective records to maintain similar service state of all ranks and file in all the units of the Regiment by carrying out inter unit transfers of various ranks and file whenever it is felt necessary.

In addition to the service state, the other factors such as Compulsory age of retirement, Compulsory service for retirement, maximum age of promotion and minimum service for promotion will have to be borne in mind while planning the career of various ranks and file in the unit. Based on the service state and other factors, the possible rate of retirement and likely vacancies for the

next two or three years can be worked out. The method of working out should start from the rank of Subedar Major. Depending upon the Subedar Major retiring in a particular year, one will know the vacancy for Subedar Major in that year. Accordingly one Subedar will become Subedar Major and the remaining subedars will either go on retirement depending upon the years of service or stay in service during that year. Similarly depending upon the Subedars becoming Subedar Major or proceeding on retirement, the vacancies for the rank of Subedar can be worked out. Based on the vacancies of Subedar one can work out the number of Naib Subedars who will become Subedars during that year and those who will proceed on retirement. Similarly an approximate figure for retirement and vacancies for two or three years can be worked out down to the rank of Sepoys. The figure should be kept on the higher side to meet the requirement of wastage out due to sickness, natural deaths etc.

The above details will help the Commanding Officer to plan the promotion cadres to fill the vacancies for the next two years. Accordingly sufficient number of candidates who have passed the cadre should be available in the beginning of the year. The demand for the intake of trained soldiers may be heavy in a particular year which should be placed on the Regimental Centre well in advance. The number of candidates who should attend the cadre will also have to be decided. To maintain ideal rate for the intake of trained soldiers, to give fair chance to every one and to avoid stagnation and to save undue wastage of experienced soldiers the proportionate rate of promotion and retirement can be worked out. Suppose the likely vacancies during a year are 11 for the rank of Lance Naik and the percentage rate of promotion is say 12%, about 117 Sepoys should be put through the cadre and at least 15 should pass the cadre. Accordingly the all eligible 117 Sepoys will have to be selected to attend the cadre. Similarly the numbers can be worked out for all ranks for the year.

It will be generally seen that the percentage rate of promotion to the rank of L/Nk., Nb Sub and Sub Major is very low and

therefore the selection to these ranks must be very strict and selective.

Grouping of candidates from different service group to be selected to attend the particular cadre is necessary. For instance if there are 65 vacancies for promotion to the rank of L/Nk during the year and the Commanding Officer decides to allow the 112 Sepoys with 11 years of service to attend the promotion cadre, he can easily find about 70 to 80 to pass the cadre and thereby fill up the vacancies for the year and subsequent years. No justice would have been done to the other sepoys with 7,8,9 and 10 years of service as most of them may retire as Sepoys. However, if the percentage rate of promotion was kept in mind they would also have been given a chance to attend the same cadre. In other words to fill up the total vacancies of about 65 and the percentage rate of promotion being say 12% at least 300 Sepoys out of 500 eligible Sepoys should have been given chance to attend the cadre and, therefore, the Sepoys with 7,8,9,10 and 11 years of service may be grouped together to attend the promotion cadre.

We have seen the faulty career planning created by unplanned intake of trained soldiers and suggested various methods to rectify the faults in it. However, once the intake of trained soldiers has been streamlined, every eligible other rank must at least be given full opportunity to avail two or three full chances to attend a particular promotion cadre before the individual completes compulsory age or service of retirement in his present rank. Accordingly the chances should be given from Sepoy to the rank of Havildar. The compulsory service for retirement being 21 for the rank of Havildar, he should normally be given first chance to attend the cadre before completing 18 years of service to enable him to avail three full chances before 21 years of service. However, the maximum age for promotion being say 40 years to the rank of Nb Sub and maximum service of retirement being say 21 years for the rank of Havildar, the individual who was 21 years of age at the time of recruitment will have to be given first chance at 16 years of service so as to enable him to avail full three chances before the completion of 40 years of age.

A recruit who is enrolled at the age of 21 has only 19 years

of service at his disposal to reach the rank of Nb Sub and therefore an alternative system of career planning for an Infantry Soldier is explained in the following paragraphs.

If 3 chances are given to pass the cadres, the Sepoys with 4 years of service will have to be given first chance and promoted at 7th year of service which is rather too early and, therefore, the system where only 2 chances are given would be more reasonable. This system gives at least two years to be in the same rank before being promoted to the next higher rank. The required grouping will have to be modified in the light of the existing service conditions for sound career planning of the men for the desired result in the battle field.

I have only gone into various aspects of career planning of an Infantry Soldier. The measures suggested are equally applicable to various other Arms and Services. Since the promotion of Other Ranks in other arms and services is controlled by their respective Records, the points brought out here are mainly applicable to an Infantry soldier because of his promotion being controlled by the Commanding Officer of the unit. Partial career planning will have to be done by the respective records by carrying out the inter unit transfers of various ranks and file to maintain similar service group of various rank and the file. This inter unit transfer if carried out even after every 5 years, the aim would have been achieved. However, the other factors will have to be borne in mind constantly by the Commanding Officer of the respective units to select the best lot for the next higher rank, to avoid wastage of experienced and efficient soldiers and to avoid stagnation at a later stage. The readers must not forget that with the frequent changes in service conditions of all ranks and with the changes in authorisation in rank and file the percentage rate of promotion and retirement would also change and therefore the Commanding Officer will have to review and modify the rules accordingly to maintain sound career planning for an Infantry Soldier. To add to this I must without any reservation or hesitation say that while the British officers have gone into so much details to know Indian troops and their management, the Indian officers have concentrated more on so-called manners and etiquette as well as mess management based on western culture and thereby

completely forgetting the important aspect i. e. the management of troops. In fact the training of an Indian Officer has been so oriented that on becoming a commissioned officer he refuses to recognise or identify himself with the socio-economic background of the men he commands and perhaps the socio-economic background he himself comes from. Therefore, the aim of reproducing the views of British officers is to make our own officers realise the importance of knowing the troops and the regiment with the ultimate aim of maintaining higher state of morale and esprit-de-corps which Indian troops had maintained during British rule.

I also feel that every officer should find ways and means to identify himself with troops he commands. How do you do this? Either you try to know the troops as much as you can and become part of their way of living or try to establish your links with them. The Britishers used to spend their holidays in the area where the troops they commanded belonged to. In my case I tried to find out my own links with Jats. I saw that the two palties (Sub Division of a Tehsil) in my original district Pauri Garhwal (The hill region of Uttar Pradesh) are known as 'Ajmer' and 'Udaipur'. The dress of the women in my area which I saw during my childhood was also similar to the one worn by women in Rajasthan. Having known that most of the people in these hills including my own ancestors migrated from Rajasthan and central India sometime during 15th and 16th century A. D., I have had no hesitation in telling my troops (The Jats) that we come from the same stock. Some of the South Indian regimental officer with me took no time to learn the language of the Jats, sing 'Ragini' (the folk songs of Jats) and use traditional 'Hukka' of the Jats for smoking. This is nothing but identifying yourself with the troops you command and be a true leader and soldier. If you have correctly understood the troops you command as well as their characteristics without any prejudices and reservations, you will certainly be able to ensure safety, welfare and the comfort of the men you Command. If you are not honest or loyal to the troops and fail to understand the characteristics and serve with them as a stranger than you may be driven into serious trouble during peace time and into total failure during war.

Leadership and Discipline

Leadership and the discipline are the brain and the backbone for the very existence for the Armed Forces and, therefore, the only motivating force to take us on to the path of selfless soldiering. To my mind, the two basic factors play a very important part in the overall performance of the individual, unit or the force in the battle field. A good leadership and high standard of discipline will make any individual unit or the Army come out with flying colours out of any crisis that may befall them. The quality of leadership and the standard discipline is also directly affected by the development of socio-economic and political environment of the country.

Leadership

Quite a lot has been written and discussed about the leadership particularly in the armed forces. During my service, the pamphlet on leadership had been revised at least three to four times. It is to be believed that as to how many of us really read it, understand it and apply it during the course of our duties. Even those, who can find time to read these books, may not be able to remember except for the purpose of the examinations. Though the subject of the leadership is considered to be an important subject yet it is seldom discussed among the leaders. May be, one could hardly see any one sincerely trying to develop the leadership trait in himself and his subordinates. We may keep discussing the various definitions and the terminologies dealing with the leadership qualities, but the fact remains that, the leaders are generally born than made. Therefore, the problem is not of study and training of leadership but that of the correct identification of

leadership traits and selection of the leaders for the right job. Only correct identification of leadership qualities and fair judgement at all stages of service can produce the right kind of leadership.

The aim here is to bring out some new factors effecting the study of leadership based on my experience, the identification and classification of both positive and negative qualities in the overall development of leaders as soldiers. There are certain factors which though are new to the study of leadership but they have gained added importance during the last few years and can not be overlooked. How, these factors have come into play, is very difficult to say but they will have to be kept in mind while analysing, identifying and grading the leadership qualities.

No one is ever seen referring the books or pamphlets on leadership while commenting upon the good or bad leaders. Those who are led have their own liking and disliking. Their expression may not be found in the books and pamphlets on leadership. Therefore, it is imperative to carry out the comparative study of the expression of those who are led with the explanation and the definition given in the books and the pamphlets for correct application of leadership qualities. We can not give equal weightage to both, less and more important qualities. Therefore, the leadership traits should be classified according to their importance. At present there is no classification of leadership qualities except that they are studied in an alphabetical order. Though there is a scope to develop certain qualities with service and age, there is no scope to develop if one lacks in basic qualities. A new factor which is becoming more familiar day by day, is the ability of an individual to hide his weakness and let only the good qualities and the strong points be known. This factor, if not taken into account may completely mislead the assessing officer. Therefore, the necessity of identifying the negative qualities to check an individual from projecting a false image before his subordinates as well as his superiors must be kept in mind at all times.

There are leadership traits given in the books and those which are considered for the purpose of the Annual Confidential Reports. Yet there are other most commonly talked about posi-

tive and negative qualities which have not been included and defined anywhere so far. The qualities given in the books are Alertness Bearing, Courage, Decisiveness, Dependability, Endurance, Enthusiasm, Initiative, Integrity, Judgement, Justice, Knowledge, Loyalty, Sense of Humour, Truthfulness, Esprit-de-corps, Unselfishness, Humanity and Sympathy, Tact without loss of moral courage, patience and sense of urgency, Self confidence, Maturity, Mental and Emotional stability. The qualities considered in the ACR are Adaptability, Appearance and bearing, Decisiveness, Dependability, Drive and Determination, Ingenuity, Initiative, Integrity, Loyalty, Maturity Stamina, Tenacity, Verbal expression and written expression. Qualities which are most commonly talked about but not given in the books/pamphlets are thorough gentleman, Straight forwardness, Man of guts, Dedicated soldier, Polished, Thorough, Great, Shammer or Opportunist, Immature, Cheap, Complex, Bulff Master, Flap master, Sadist and peace time soldier etc. Therefore, it is necessary to group and classify the leadership qualities, so that due weightage could be given to those qualities at various stages of service. The above mentioned qualities can therefore, be classified as follows :—

There are basic qualities which should be accepted as inherent in a leader. These qualities can not possibly be developed in any sense. Therefore, the basic qualities will have to be identified right in the beginning at the time of the recruitment or selection and must be confirmed within few years of service. Any one found lacking in these basic qualities should be rejected. The basic qualities are adaptability related to temperament and patience. Courage or straightforward or man of guts, Dedication or unselfishness, Initiative or sense of urgency, Intergrity or truthfulness and Intelligence.

There are secondary leadership traits which can be developed by practice and experience within reasonable period of service and they need not to be inherent in an individual. These qualities are not as important as basic qualities and therefore, an individual should be able to develop these qualities within a reasonable period of service and if he fails to do so than he will

have to be rejected. These are Decisiveness, Drive and Determination, Endurance or Tenacity or Stamina, Judgement, Justice, Ingenuity, Knowledge with self confidence, Tact, Maturity and Verbal and written expression.

There are qualities which will develop according to the environment. These are the qualities which neither required to be inherent nor need any special attention to develop in one self. The existence of these qualities is likely to vary under different circumstances depending upon the type of the leadership around and the state of the esprit-de-corps within the group or the unit. These qualities should therefore be viewed accordingly and should be considered after the basic and secondary qualities. These qualities need not be given same weightage as basic and secondary qualities. The environmental qualities are Enthusiasm, Loyalty, Esprit-de-corps, Humility or sympathy and Mental or emotional stability. Yet there are certain natural gifts which can be defined as assets rather than qualities or traits. Though these qualities are not all that important yet they are given same weightage as the basic or secondary qualities. These are Bearing and Sense of humour.

So far I have given the classification of the positive leadership traits given in our books and the factors affecting development of such traits. However, there are qualities which are not defined any where yet they are the most talked about and understood by the subordinates in the services today. There is a requirement to further analyse and understand these additional positive and negative qualities for their correct identification. It will be seen that some of these qualities are inherent but there are others which may develop in a person within certain age or service under different environmental conditions.

Some of the leaders are described as gentleman or simple soul. Here the gentleman means, one who does not unnecessarily interferes with the work and functioning of his subordinates. This type of leaders do not care much about what others may be thinking about him, and therefore, he will seldom react. He is generally straightforward and will trust every one unless one proves otherwise. Then there is opportunist means who will work

when it suits him. This quality applies to a subordinate towards his superiors. This man will invariably try to avoid the responsibility. In other words he is not reliable and therefore can not be depended upon for all time to come. He is generally reluctant to work and will work only when it suits him. Some officers/leaders develop inferiority complex. This is considered to be most dangerous negative quality if one develops it at any stage of his service and age. A person suffering from this weakness may lose his mental or physical balance. The complex generally develops due to lack of knowledge and self confidence. This man may indulge into various types of undesirable cheap methods to establish his superiority to get over his inferiority complex. He would not generally give due credit to his subordinates. Quite a large number of the leaders manage to hide their weaknesses, drawbacks or ignorance by simply bluffing to both his superiors and subordinates and may well succeed in projecting a completely false professional competency. This quality generally develops due to lack of integrity, courage and efficiency. Bluff master may prove disastrous in war. Most commonly used terminology in the Army is flap master. Flap master means that the one who is not calm and cool in crisis. In fact a 'Flap master' generally lacks confidence in himself and in his subordinates. A 'Flap master' may start flapping even during his routine work. In addition there are some known as peace time soldiers. Peace time soldiers are highly successful in peace or in a peace station but they are allergic to field area and war conditions. These type of leaders are not basically fit for retention in the Army, because they lack tenacity, endurance and dedication to stand the stress and strain of field service conditions. The last but not the least are the well known sadist. This is yet another quality which may develop in a person at a particular age or service. In the language of those who are led by sadist means, the one who must keep his subordinates in spin. In other words a sadist is uncomfortable if he finds his subordinates are relaxing. Though the Army has got to be kept on their toes yet the sadist fails to create required enthusiasm among his subordinates to get the work done. Sadist is an autocratic type of leader who refuses to understand the physical

and mental state of his subordinates in the exercise of his command.

I have attempted to give out my own views on leadership, a central pillar to true soldiering. I have completely diverted from the present theoretical concept of the leadership to practical application of the leadership qualities. The relative importance of the qualities have been explained so that required weightage is given to various types of the qualities at the time of the recruitment and at the time of selection for further promotion. I have also brought out other well known negative qualities not accounted for so far which will have to be taken into account for fair judgement so as to improve the quality of the leadership in the Armed Forces. The quality of leadership is equally important for the efficient functioning of an organisation. Similarly correct atmosphere or environment is required to develop the quality of leadership. There is a requirement to clearly understand the difference between Junior leaders and Senior leaders. Each one of them is to play their role in their capacity and inspire their command to achieve the ultimate goal of soldiering.

Discipline

On discipline I have nothing more to say than what Major H. B. C. Watkins, M. B. E., of the Royal Tank Regiment had written probably immediately after the second World War. His analysis would remain relevant for all time to come even to our country's Armed Forces even though it was mainly written for the Armed Forces of the United Kingdom. Therefore, I have decided to reproduce the same here which appealed me the most as far as maintenance of the discipline is concerned.

Major Watkins says, "THE ADVENT of tactical atomic weapons and the almost unprecedented social upheaval that our country has experienced since 1945 are two widely divergent factors which bedevil one of the Army's most difficult problems today—the establishment of a code of discipline which will produce implicit obedience under the worst conditions of modern war.

"Many of the essential ingredients of high morale are equally necessary to the maintenance of a high state of discipline. The

blind obedience demanded of all soldiers in the first World War died a natural death in the social revolution of the thirties. Between 1939 and 1945, morale became a new household word in the Army and a dominating factor in the establishment of good battle discipline. The question of morale and its relationship to discipline is discussed later in this study; at this stage it is important only to recollect Field Marshal Montgomery's famous dictum and to appreciate the significance of the accepted principles of war. He said, "Man is still the first weapon of war. His training is the most important consideration in the fashioning of a fighting army. All modern science is directed towards his assistance, but on his efforts depends the outcome of the battle. The morale of the soldier is the most important single factor in war"

"In any army today, composed as it must be of so many technical or semi-technical units and manned by a large proportion of highly skilled and intelligent men, discipline must be the product of good leadership working upon the intelligence, pride, loyalty and integrity of the soldier. The question of integrity is one of the keys to the whole problem because it is inseparably bound up with a man's sense of duty, the strongest single factor in the establishment of good discipline.

"From the earliest times man has found that he needed some form of driving force, stronger than himself, to help him stand up to the worst moments of stress. This force can be derived from inspiration or fear. While fear of the consequences of indiscipline may have been an effective deterrent to disobedience in the past, it is certain that it will not serve this end in atomic warfare. The horrors we may now have to face will be such that only a man inspired by conviction in the rightness of his cause and by a tremendous spirit of loyalty to his comrades and his unit will be able to find the inner strength which will be needed. However, human nature being what it is, it is still necessary to retain a measure of 'Prussianism' in a soldier's early training. It is only after he has learned the value of team work and has acquired a pride in his job and his unit that he can be expected to respond to discipline in the right way and for the right reason, i. e. because without it his 'team' cannot carry out their task efficiently and

because the success of his 'team' in all their tasks is more important to him than anything else. The problem with which we are faced is to discover how the amalgam of these two elements of discipline, inspiration and 'Prussianism' is to be created to give the soldier the ability not only to obey orders implicitly under the worst conditions of the atomic battlefield but also to do so with imagination, independence and resource.

"We shall not find the answer from a mere examination of the relevant factors within the Army. We must first take a look at the underlying social influences which now bear so heavily upon young men, long before ever they enlist and which make the administration of discipline so hard. So hard indeed, that few out side the Services can realise the full extent and nature of the task.

"It is a most unpalatable but undeniable fact that our national standard of personal integrity has fallen steadily since the beginning of the century. Even in the twenties the expression 'an Englishman's word is his bond' still had a ring of truth about it. It is to be feared that such a sentiment would find little support in the world today. In addition, the almost fanatical patriotism of Victorian or Edwardian days has dwindled to a mere shadow. These two facts make it unbelievably difficult to explain to a young man what is meant by devotion to duty. To put it quite bluntly, the average recruit has only the most elementary personal standards upon which to base his own code of conduct. On such soil must the Army endeavour to sow the seed of a sense of responsibility.

"Popular standards are now to be measured in terms of expediency. Jack is as good as his master; in the national wage structure premium is no longer placed upon skill and responsibility and the craftsmen of yesterday are a dying race. What incentive then is there fore a young man who, without any developed sense of responsibility or duty, with no idea of what is meant by integrity and who is in receipt of fat wage packet for a short working week to become a soldier under discipline ?

"The national decline from religion has left a gaping void

in the mind of the average lad, a void which is only too easily filled by all sorts of rubbish and frequently by an almost insane obsession for anything that is a means of giving vent to immoderate self expression. This, in its turn, has sprung from the boredom and frustration of the present way of life, in which everything is to be had for the asking, usually in synthetic form. This social problem is not peculiar to Great Britain but, unlike other countries, the position of our fighting services, and in particular of their officers, has been deliberately and consistently undermined by the popular Press. Under such circumstances the re-creation of the spirit of service is a formidable task indeed.

“Since the introduction of the Welfare State, life in the United Kingdom has become too soft. Its fruits may be plucked for the asking and with minimum effort. So anaesthetized has the nation become by this state of affairs that many young men are now almost proof against the challenges of difficulty or adventure. Such things awaken little or no response in them unless stirred by energetic leadership.

“The provision of that leadership, the setting of proper standards of integrity and responsibility and the conversion of men’s minds from the ‘Welfare State’ approach to life constitute our primary tasks in the struggle to establish a high standard of discipline in the new Army.

“The terrors of nuclear war and the measures necessary to combat them, or at least to mitigate their effects, are two subjects which are seldom faced realistically. Now, for the first time, the soldier has to face the prospect of seeing whole units and sub-units obliterated at a blow; of witnessing the catastrophic effects upon the civil population of immediate devastation; of facing vast hordes of starving, terror-stricken refugees, many of whom will be suffering from terrible burn or radiation sickness, of seeing his comrades slowly whittled away by the effects of radio-activity, with every likelihood of becoming a casualty himself. Meanwhile, at the back of his mind, each man inevitably carries a gnawing fear and anxiety for him and his family at home, no longer immune from nuclear bombardment.

“How many of us today have seriously thought about the will power which we will require to carry out our immediate military tasks in the face of such circumstances, frequently having to ignore all calls for assistance from the civilian population because our slender resources will not permit any diversion of effort ? Even a few minutes’ reflection will quickly show the magnitude of this problem, which in itself is only one aspect of the horrors of nuclear war.

“It does not need much imagination to appreciate the absolute truth of the Field Marshal’s dictum. Unless we succeed in training the minds of our soldiers, no amount of modern equipment will be of the slightest use to us. It is almost past belief that Lord Montgomery should have made all this so crystal clear to us fifteen years ago and that we should have failed so utterly to face up to it.

“The new Army, like every other in history, must stand or fall by the quality of its leaders. The present professional standards, of both officers and non-commissioned officers, are too low. There are many factors which have contributed to this state of affairs and it is worth devoting a little time, at this point, to their consideration. They are important, because the modern soldier will only willingly follow a man who is professionally more competent than himself. For this reason, efficiency is yet another of the keys to high morale and good discipline.

“Ever since the end of the war, officers and senior non-commissioned officers have been forced to expend a disproportionate measure of their time and effort on unduly close supervision of their juniors. As a result, their proper duties and their own training have suffered. The Press has made us all so intensely conscious of the possible political consequences of the least incident that commanders have been virtually driven to interfere over the smallest details of daily life at unit level and to insist that every activity is governed by closely defined rules and regulations. Such a policy, however, praiseworthy the intent, removes from officers and non-commissioned officers much of the drive and initiative which should be so prominent a part of their military make up. By the same token, the lack of trust shown by

the Army of its executives is prejudicial to their standing as leaders. The powers granted to a commanding officer, responsible for millions of pounds worth of equipment, in spite of some recent improvements, are still too limited. The paper work involved over the simplest transaction makes our present accounting system one of the most extravagant ways imaginable of spending public money.

“Both Officers and non-commissioned officers are thinking men. To many who are professionally dedicated, this frustration and waste is an ever-continuing source of intense irritation.

“The reader may by now be asking himself just what all this has to do with discipline? Just this: a leader can only hope to command respect and so to maintain good discipline if he is known and seen to be trusted. To be efficient he must have adequate time and opportunity to carry out his own duties and to train himself and subordinates.

“Frustration is increased a hundredfold by the fact that we live in a world of “too many chiefs and not enough Indians”. Just as the individual finds himself continually struggling to keep abreast of all he should be doing, so too are units given a multiplicity of tasks and more outside commitments than they can possibly manage. Commanding officers normally have little option in these matters, but the situation is often aggravated by a sort of military ‘keeping up with the Joneses’. As a result standards fall. It cannot be otherwise.

Efficiency and Discipline

“A unit which has a low standard of professional efficiency cannot have good discipline. Efficiency gives the individual a confidence under stress which can come from no other source. This confidence, when welded to that inspired by good leadership, esprit-de-corps and a strong sense of purpose, brings a man to a pitch of discipline which no bullying or ‘Prussianism’ can ever induce.

“Without real enthusiasm you get no efficiency. It is a regrettable fact that the lack of professional enthusiasm is as noticeable among officers today as it is amongst the men. In the officers’

case, however, there are a number of additional factors which contribute to such a state of affairs. The chief of these has already been mentioned; complete and utter frustration. So many of their efforts to produce lively and interesting training are thwarted by lack of funds or facilities. How is it possible in such circumstances to produce the superlative leadership we now demand? Until we can achieve an improvement in our officers' professional standards and personal qualities, and until they become thoroughly efficient leaders, we have little hope of producing the required change in the lower ranks. It is no answer to say that all will be well once we have shed the burden of National service. National service has indeed brought in its train many of the problems already discussed, but at the same time it has given us a large number of well educated, able young men who are above the standard we can expect to recruit as Regulars and will be extremely difficult to replace.

"One can feel the reader getting restless again and saying, 'This is all very well. Once you get to a theatre of war, frustration is replaced by a sense of purpose and excitement. Efficiency rises at once. Look at Korea'. This argument itself is specious. The bulk of the Army must inevitably train in areas where there is no excitement, no risk and where the circumstances are such that it is very difficult indeed to instil a sense of purpose. Yet the soldiers in these areas are just as liable to face atomic warfare overnight as their more fortunate brethren who have active and positive tasks to fulfil. In Germany, for instance our real aim is to provide a credible deterrent, to make the enemy believe we mean business; this can only be so if we have a force which is demonstrably efficient. In the teeth of shortages and restrictions on training, this fact is difficult to put over to young officers and to the soldiers. Yet without their whole hearted co-operation nothing can be achieved.

"Measures to reduce frustration must play an essential part in any plan which may be evolved to raise the general standard of morale in the Army. Soldiering makes great demands upon the individual and calls frequently for personal sacrifices, large and small. It is to the eternal credit of all ranks that such sacrifices

are usually made loyally and cheerfully, but it would be grossly dishonest to pretend that this is always so. So any sacrifices today are made because someone higher up the chain of command failed to think ahead or insisted upon producing a nice tidy staff solution to his particular problem which ignored the human factor. Mistakes of this sort inevitably undermine confidence and the sense of duty and loyalty of the individual officer and soldier.

“Nothing has yet been said about the tradition which, in itself, can go far towards the establishment of high morale by fostering that pride of unit which has so often led men to perform deeds of inspired gallantry. Efficiency wedded to a fine tradition produces an *esprit-de-corps* which must inspire any man. Filled with that spirit, he is easy to discipline and will obey orders implicitly because he believes in the source from which they originate. Tradition has therefore, a real contribution to make towards achieving good discipline and must be fostered. What is important today, of course, is that traditions should not only be observed but be understood by the soldier. Some old customs, which were full of purpose or significance when first instituted, are now completely outmoded and should be dispensed with, thus giving more weight to those which are preserved.

“It is of the first importance that every man in the Army should feel that he is fulfilling a useful purpose in his daily tasks and that he is wanted, that he really is an internal part of his unit. There is no doubt that some units are far better than others at instilling such a spirit. Experience in the second World War showed that this feeling of ‘belonging’ played a prominent part in the establishment of good battlefield discipline and resistance to stress. Soldiers posted into units in the line who were not at once made ‘at home’ and made to feel part of the team suffered more casualties of all sorts than those who had been properly integrated.

Measures to Promote Discipline

“High personal standards are normally required from example. Thus it is incumbent upon the Army’s leaders to show an impeccable example at all times. Because the average lad is

arriving in the Army with low or immature standards, it is also necessary to make clear to him what those standards should be and how we expect to see them manifested in his daily life. This is something about which we, as a race, invariably shirk discussion. But we have an absolute duty not only to insist upon such standards being maintained but also to teach the young soldiers what they are.

"This is a matter over which leadership and firmness must be carefully combined. Leadership will provide the necessary example but, at the same time, strict discipline must insist that the example is followed. From the time a soldier joins the Army, he must learn that dishonesty in any form, shirking and laziness are anathema and that they will bring down upon his head not only the wrath of authority but also of his comrades.

"Over the past few years, minor acts of dishonesty have been condoned or treated lightly with disastrous effect to the Army's good name. There are those, including some in very high places, who will tell you that life today discourages honesty and that it is fast becoming outmoded. This is, of course, purely to salve their own consciences and is a most dangerous argument. Once we have restored the absolute personal standard to our officers and non-commissioned officers, the rest of the Army will follow suit. It is therefore a priority task which must not be delayed.

"All too little regard is now paid to the good old-fashioned virtue of loyalty. One of the basic ingredients of a men's integrity. Loyalty to the crown, the Army, the Regiment or to one's comrades. All essential, all basically identical, but each springing from a slightly different source. A proper understanding of their meaning and importance can, and must, be taught to the new recruit. Thereafter instruction stems from example. It is just as important for officers and non-commissioned officers to remember the need for absolute loyalty to their subordinates as it is for them ruthlessly to suppress any disloyal tendencies they may observe. Loyalty to one's subordinates does not of course embrace the concealment of failure or misdemeanour from one's superiors, a misconception shared by all too many people at present.

“There can be no quibbling about obedience to orders. Together with dishonesty and disloyalty, disobedience must be rated as an unforgivable crime. At present we tend to accept plausible excuses or to punish too leniently when an order has not been complied with. It goes without saying that it is equally important that the other side of the business, i. e. the proper issuing of orders, should also receive attention. The issuing of inadequate or incorrect orders, often too late, is a common cause for disobedience arising from sheer irritation and frustration. It is impossible to insist upon total obedience unless orders are clear, comprehensive and within the capability of the unit or soldier concerned. Absolute obedience is inseparably bound to respect, particularly under stress.

“In an all-Regular Army officers and non-commissioned officers must be true professionals. It must be admitted that the cold war has made it increasingly difficult for some officers and non-commissioned officers to study. However, this fact must not be allowed to obscure the woeful lack of real effort made by those more favourably placed. The truth of the matter is that the only study normally done by officers in their own time is that which is directly connected with passing their promotion or Staff College examination. Even this effort is frequently left as late as possible. As a result, failures in examinations are far too frequent. Within the last two years the writer has had experience of two officers presenting themselves for the Captain to Major practical promotion examination who confessed that the first military appreciation they had ever tackled was one set in the exam! ‘The well worn myth of the officer who can not do exams, poor chap, needs exploding.

“In addition to the heroic and more glamorous traditions of the army, created on the battlefield, there are many which, though less glamorous, are of equal importance and which, in recent years, have suffered seriously from neglect. The writer can well recall, from the years before the war, the sight of soldiers’ wives taking their husbands’ suppers down to the tank park, because vehicle was ‘off the road’ and tradition, not regulation demanded that the crew should work upon it until it was fit or until it was established that the necessary repairs were beyond the scope of the

unit. Although a similar spirit can frequently be observed in field units out on training, it has certainly died in barracks and in the rear areas. By the same token, it has become all too common for officers and non-commissioned officers to place their own comfort and convenience before their responsibilities. How many troop officers and sergeants make a regular practice of visiting the men's dining hall after coming in from an exercise and before going off to their own messes? These shortcomings are all part of the lowering of our general tradition of duty and service. Some readers may raise their eyebrows in righteous indignation, but how many can really examine their conscience with equanimity?

"The traditional relationship between officer, Non-Commissioned officer and soldier has undergone many changes during the past 20 years. This is inevitable, but in general it has to be admitted that we do not demand from our subordinates the respect for authority which was mandatory in the past. Today, officers tend to stand or fall upon their own personality. Each has his own personal approach to the soldier. We have already seen that respect is an essential element of discipline. Many officers and non-commissioned officers have the natural ability to command respect under almost any circumstances but there are as many others who, through no fault of their own, are not so gifted. It is these men who need the added support of a measure of formality to strengthen their position. If their more fortunate colleagues do not also insist upon this formality, they merely discredit their weaker brethren. In these days it is not, of course, possible to demand the wooden respect of 1914. Nonetheless, we appear now to have swung too far in the other direction. Some reversion to the old standards must be made. The best proof of this may be seen in the Brigade of Guards, who have adapted themselves completely to modern conditions but have maintained their magnificent professional standards and almost ideal officer-to-soldier relationship.

It is vital to the establishment of a high state of discipline that the soldier should be fully persuaded by his own knowledge and observation that the unit to which he belongs is a thoroughly 'good show'. Unless he believes this, his discipline and loyalty will

unit average, however, possesses the great merit of reflecting the standard of training of all members.

“Soldiers are essentially human. For this reason it is important that worthwhile incentives should be offered to promote efficiency and professional standards. Experience has shown that although the average officer or soldier expects to receive sufficient pay and allowances to enable him to keep up a reasonable standard of living, money is by no means the most important or effective form of incentive.

“Authority must not be cheaply won. Far better is it to go short than to promote unsuitable men. Warrant Officers and non-commissioned officers should be given greater privileges and more responsibility. In these days we all tend to do jobs ‘one down’. This has been caused by a lack of balance in the officer structure and by the constant anxiety existing over political enquiries and interference. We would do well to re-examine the pros and cons of promoting a greater number of experienced warrant officers to commissioned rank for administrative duties and of reducing the size of the Sandhurst entry. By this means it would be possible not only to provide a better career for the long term man but also offer better prospects to the Sandhurst trained officer by reducing the number of competitors for command.

“The conditions of extreme mental and physical stress under which discipline must be maintained have been described. How best are these to be simulated in training? The answer here, fortunately, is probably “not at all”. A soldier whose sense of discipline is properly founded has the necessary characteristics to enable him to face the worst. To simulate battle conditions is virtually impossible. However, normal training must be rigorous and hard so that the soldier builds up a store of physical and mental stamina. “Fair weather” soldiering must become a thing of the past. The new Army must have the courage and ability to fight round the clock, at any time of the year, under any conditions.

“Too many of the petty irritations we endure, small in

themselves but considerable in aggregate, stem from failure either to think ahead or to understand fully the implication of an order when issuing it. An immense amount of minor rubs would be avoided if staffs were more closely known by the units they serve and if the great basic principle of staff work, i.e. that the staff is the hand maiden of the unit (and not vice versa), was properly observed. When failure to observe this principle is combined with ignorance, idleness and rank professional incompetence, the effect upon the lowest common denomination, the soldier, can be appalling. Idleness and incompetence must never be allowed to go unpunished. Here, indeed, is an instance in which not only must justice be done but be seen to be done.

“The tie between efficiency and enthusiasm has been stressed. No soldier can maintain his enthusiasm for long in barracks. He must go out into the field and train. Not only must he go into the field for periods of several weeks at a time, but he must also be able to go out and train by the day or night when living in barracks. Whatever the other considerations may be nothing is more important to the well-being of unit than to have ample opportunity to train and to become tactically proficient. The soldier who feels himself incompetent, because of lack of proper facilities for training, is the most miserable and worst disciplined man in the world. His pride is hurt and he has no faith in those above him. What is worse, he becomes convinced that the job he is asked to perform is not worthwhile. How can it be, if his seniors do not ensure that he is competent to carry it out ?

Of course, many of the trials we endure do not spring from the reasons suggested but from the national need for economy. Nevertheless, vast sums are still being spent annually on defence. If one examines the Estimates, it is astonishing how small a part of them can be spent on the soldier and his training rather than on his equipment. If we bear the Field Marshal's words in mind, can we be sure that our present system of allocating funds is correct ? If the soldier behind the equipment is untrained, all the hundreds of millions expended upon it are utterly wasted. It would seem only logical that training must be given a higher financial priority than equipment, even though the actual sum allocated for

be no more than an outer veneer. In addition, all ranks must be convinced that the contribution they are making to the units efficiency is of real importance. They must require this feeling of really 'belonging' which makes so much difference to them. This can be helped in many ways, but principally through good man management. Officers and non-commissioned officer must never be too busy to take an interest in the work and life of their juniors. One can see the importance of this by recalling the remarkable impression that some General Officers make upon their formations through the simple expedient of remembering people's names and using them when they meet. It is just a matter of taking sufficient trouble.

"Leaders, whoever they may be **must never** take efficiency for granted. Good work must be commanded and idleness or inefficiency censured. Failure to observe and censure bad work is one of the quickest ways of undermining respect.

"During the past few years, young officers have been encouraged to go off with their troops or platoons on independent tasks or expeditions. It is quite remarkable how great a dividend this pays. Even a work-end camp by the sea welds a troop together in an astonishing way. The exact nature of the undertaking is immaterial: whenever possible, however, it should be unusual, adventurous and well away from the units permanent location.

"The cultivation of a keen, but healthy, competitive spirit in most aspects of Army life is an excellent means of creating esprit-de-corps and of raising the soldiers' professional standard so often today, however, one finds the programme so full of competitions of every sort that it is virtually impossible to do justice to them all. Units must be allowed to be selective over their competitive activities. At the same time the standards demanded must rise.

"It is most desirable that, wherever possible, results are based upon unit averages, i.e. every man on unit strength must contribute to the result. Except in games, the idea of unit teams is archaic. There is no merit in raising a team of 'gladiators' who are excused all duties to train for their particular activity. A high

equipment must inevitably be greater. A few millions re-allocated could revolutionise the present situation.

"The task which confronts us all is formidable, but because it involves little expenditure it will be well within our compass provided that we are determined to see it through. Quite simply it is this. We must first concentrate upon the training of our leaders particularly our officers and staffs and upon the re-establishment of proper personal standards and integrity.

"From then on, it will be possible to re-create that spirit of pride and loyalty which is essential to good discipline and high professional attainment. We must build up in each soldier the absolute conviction that he is an essential and integral part of a 'family' which has a task to perform that is utterly worthwhile and vital to the security of the nation. By so doing we shall provide an Army that can not only stand up to the wear and tear of the cold war but which will be able to fight on as a disciplined force in the face of the enemy's worst endeavours.

"Until we have achieved this aim, the future expenditure of vast sums upon new equipment will be largely wasted and, what is worse, we shall fail to present to the enemy a sufficiently creditable threat to deter him from aggression."

This well thought and written article by Major H.B.C. Watkins will remain relevant for all time to come. I would, however, like to remind the officers of the Indian Army that there is very close relationship between leadership and discipline, the brain and the backbone. The leadership must 'therefore' see that the backbone is maintained well so that the individual soldier and the unit could meet any challenge and fight decisive battles in war.

The Command Management

To my mind, the command of the lowest unit and the highest formation is a very important aspect of an officer's career and an essential part of the soldiering. The best command is, however, considered to be that of a unit provided it is successful. The successful battalion Commander often expresses his desire to come back to the battalion. This, probably is due to the fact that as battalion Commander you are given full opportunity as well as power to lead the battalion on your own to the goal set for you. Command of a unit is also the last opportunity to be directly in touch with the troops and it is personal in dealings. Commanders above the level of the battalion have to deal with the officers and the men indirectly. A successful battalion commander is virtually a king of his unit and enjoys the highest degree of loyalty and respect from the men he commands both during peace and war. In this Chapter I intend to bring out everything which is essential and contributes to successful command and thus to the cause of soldiering.

Commanding Officer and his team.

Here again I would like to quote what Lt. Col. Y. A. Mande had written on commanding officer and his team which appealed me the most and the best.

He says, "It has been truly said that there is no such thing as a good or bad unit, it is only good or bad officers. In all their deeds, men reflect the personality of the commanding officer and his team.

"In a highly paternalistic organization such as ours, a commanding officer enjoys a unique position. In a democratic society, he commands an organization which has a semblance of kingdom. But paradoxically, he is also a very lonely figure within the perimeter of his unit. Looking back towards his platoon and company commander's days, he finds himself gradually receding from direct contact with troops. His dealings with men are no longer intimate and he has to rely increasingly on subordinate officers. Much of his time and attention is therefore devoted to welding a healthy and reliable team of officers.

"Much has been said on the duties of a commanding officer, leadership and man management. There is, however, a somewhat vacant chapter of management of officers and boss management. Let us first examine the role of the commanding officer as spelt out by management experts. The role of the chief executive in an organization, which very well applies to the commanding officer in a unit, is essentially twofold. The first is to create a healthy climate within the organization where all subordinates find a suitable environment to give of their best. The second is to represent his organization before the outside world. The emphasis is not on the commanding officer doing things himself but on creation of a healthy climate. It is wellnigh impossible for a commanding officer to do everything himself. He has to rely on others and hence maintenance of a healthy climate is vital. Managerial task for execution of any work has three stages. Planning by top managers, control by middle managers and finally supervision by lower managers.

"Thus the top managers have to do maximum planning, exercise lesser control and the least of supervision. Middle managers have to do a little planning and exercise reasonable control and supervision. The lower managers have to do maximum supervision, exercise little control and are required to do the least of planning. This will clearly illustrate the division of work within a unit between commanding officer who is more concerned with planning. He leaves execution to others. In a healthy unit, he does not bother about day-to-day routine work. His mind is, however, active with future plans. He involves himself in the routine work only if something goes wrong.

"The second role is equally applicable to the commanding officer as the Chief executive. He alone represents his unit in conferences, social gatherings and dinner parties. External liaison is a very important aspect of a commanding officer's role. He gets to know what is prevalent outside and endeavours to introduce good points in his own unit. It also affords him the opportunity to present a true and brighter image of his unit to outsiders. There are many more important implications of external liaison, but here we are concerned with the commanding officer and his team.

"With this brief on the role of the commanding officer, one may ask a valid question. How far can a commanding officer be effective in knitting a healthy team? What if the team he has taken over is a rotten one, full of friction and bickering? The commanding officer alone, by virtue of his position, is capable of setting the house in order. In any formal organization, and particularly the army, the levels of authority, rank and duties are well defined. In such organization, it is easy to introduce new ideas from top to bottom. The flow of ideas, on the other hand is very difficult from bottom to top. The commanding officer, because of organizational structure, can easily bring about changes which he likes. Incidentally, this also is a pointer to those who crib about their own command.

"Now that we are clear that commanding officer is in the position to bring about changes, we can consider ways to knit a healthy and harmonious team. But before we tackle this question, let us also consider the models of management practices that a commanding officer has.

"Management practices and styles differ from man to man. Yet certain practices are easily discerned because after all every executive must have a model. I will now describe some of the commonly seen management practices.

"There are many executives who sincerely believe in management by scare. It is fairly common practice in the Army. During an informal chat, one of the company commanders stated that the only way of ensuring discipline in a unit is by inculcation of fear.

Such officers invariably adopt a bullying attitude and believe in severe punishments. Adoption of such a technique is not without reason. For centuries, it was believed that man is born lazy, he only works when he is driven. The psychologists now think in a different way. According to modern research, man is not born lazy, work is a must for man and he possibly cannot live without it. But he works at his best provided the environments are suitable and conducive. For example, imprisonment despite all modern amenities is still a worse form of punishment because the prisoner has no work, at least of his choice. There is another aspect to scare, bullying and losing temper. It is an excellent managerial means to get work immediately done. It has a benign short-term effect. However, continuous use of these tactics leads to exasperation and, at times, retaliation. Subordinates get used to it and therefore it loses its desired effect.

“Management by conflict is interesting, but delicate to handle. Under this practice, seeds of discord are intentionally sown in the subordinates. The chief executive thereafter enjoys the fruits of conflict and individual loyalty to the utmost. Let us take an example. A commanding officer on one fine morning calls the adjutant and says ‘Hello Ram, you are a fine fellow. The draft training instruction was a good piece of work. I am really glad the way you are working. I wish all officer work the way you do. Incidentally, do you know something about Quarter Master? Subedar Major was saying that there is some hanky-panky in men’s rations. Anyway, keep it to yourself. Do not pick up a fight with Quarter Master. After all, right now, there is nothing against him and I don’t think he is really all that bad’. Some time later, the commanding officer calls Quarter Master and says, ‘Hello Shyam, how are you? Nice to see you early in the morning. I forgot to tell you the other day when I went round the stores. I am very happy the way you are keeping stores and the system of accounting. You know how I view my ‘Q’. It is a hub round which the unit administration revolves. With you, I should have no trouble. Keep it up. By the way, ‘A’ Company commander, a little while ago, came to me. He is very happy with you. He said that you are very straight and impartial in your dealings with

companies. But he was cribbing about duties. He feels that his company is being given more duties by the adjutant compared to other. Well, I suppose there is nothing much in it. After all, some people do crib by habit'. The commanding officer thus, in a very subtle manner, sows seeds of discord amongst key officers. At the same time, individually he is very nice to each and every officer. The result is that subordinate officers work in suspicion and dislike of each other. They work very hard to show their superiority over others. Individually they admire their boss and become slaves to him. The commanding officer thus enjoys the loyalty of each officer, benefits by their competitive hard work and gets to know all inside information of his unit.

"As I have already stated, this kind of management practice is very subtle. One has to be a kind of psychologist to indulge in such practices. The flaw is that subordinates after some time come to know and when this happens, the entire scheme boomerangs leaving the executive in a bad plight. It is, by any means, not a very advisable management practice for commanding officers.

"There are certain commanding officers who very rigidly follow levels of authority and channel of control. Their span is very narrow. All orders are passed through the adjutant or Quarter Master. They neither by-pass laid down channels nor permit subordinates any access. On the other hand, certain commanding officers mix freely with subordinates. Their span of control is very wide. They permit their subordinates easy access. Narrow span of control leads to orderliness and avoids ambiguity. Many feel that it ensures good order and discipline. At the same time narrow span of control is the root cause of red tapism and delay. Upward flow of information takes time. From the human relations angle, the commanding officer loses that important thing called 'personal touch'. Narrow span of control reduces the work of the commanding officer but at a very great cost.

"The wide span of control ensures a personal touch. The commanding officer gets to know what is happening in the different quarters. He is able to influence subordinates by his personality. Decision-making is faster as the commanding

officer has a personal knowledge of the situation. From the human relations angle, a wider span of control is important. Subordinates no longer feel as various stages of machines in the chain. To them, it gives a great satisfaction to be able to speak to the boss. As long as direct access is not used as an instrument for accusation and backbiting, it does not lead to indiscipline. The commanding officer should neither indulge in finding personal information about his officers nor permit backbiting. Orders and instructions should always be issued through staff and proper channels. Wide span of control should only be used for a general feel of the pulse.

“Centralization and decentralization of authority reflects yet another two view points in management practice. Certain commanding officers keep all authority centralized. No decisions can be taken without reference to them. There are others who freely decentralize and delegate authority to others.

“Centralization of authority is not conducive to the growth of an organization. It curbs the personality of the subordinates, who often find themselves helpless. A feeling of despondency sets in and subordinates become clerical and mechanical. Centralization also leads to inefficiency, red-tapism and delay, because, after all, a commanding officer cannot do every thing and in case he does, he has to take that much of extra time. Centralization reflects a state of mind of the boss who does not have confidence in his subordinates (may be because he has no confidence in his own self). Advocates of centralization say that it leads to avoidance of blunders and mistakes. Blunders are definitely bad, but is there really any thing wrong in committing mistakes ?

“Decentralization brings about growth in the personality of subordinates. It is an excellent means for training them for higher jobs. No one will refute the benefits of decentralization. It reduces the work of the commanding officer and leaves him free for the primary function i.e. planning. It is true that delegation of authority does not absolve the commanding officer of responsibility. At the same time, subordinates have to make mistakes. Mistakes are made by those who work. Shirkers are

generally experts in the game of play safe. The art of management requires balancing of ultimate responsibility and delegation. It can be done by controlling critical points, leaving the rest to the subordinates.

“Earlier, we had seen that a commanding officer is in the best position to knit a healthy and harmonious work-team. No work-team can be efficient unless the individuals who comprise it are mentally happy and hence the importance of human relations. Not only should relations between the commanding officer and individual subordinates should be equally good and healthy. The latter is perhaps more important.

“In his dealings with subordinates, a commanding officer has to take into account the generation gap and resolution of conflicts. Both these aspects need elaboration. Today, the generation gap has become a topic on which everyone speaks. Strangely enough, this has always existed and will always exist. Long whiskers and shocking clothes (as we, the old, think) are only external manifestations of a desire for greater freedom, participation and search for something new. Unfortunately, those who are old are too rigid, whilst, the young have neither time nor in a mood to listen. A commanding officer will always have to face the problem of the generation gap. And what the present young officers think, want or in an industrial sense, demand ?

“Traditionally, the commanding officer, being the grand father of the unit, is responsible for all activities of subordinates—be it official, private or social. Today, the younger generation feels that their dealings with the boss are purely official. The young officer feels that he is old and good enough to look after his off-office affairs.

“The younger generation does not believe in Tennyson’s couplet, ‘Theirs not to reason why ? theirs but to do and die.’ He wants an explanation. After all, participation has become the cry of the day. The younger generation’s zeal for doing things in a new manner is often and frankly a source of nuisance for commanding officer. I will agree with most of commanding officers, that young officers today are a terrible lot, but on

mature consideration, one has to accept realities. A commanding officer has to make certain deviations from his own values. This I do not think is appeasement or compromise.

“In any society, conflict is natural and common. I do not think it is unhealthy either. Yet conflicts in subordinates, if not resolved in time, can ruin a unit. It invariably causes great concern to commanding officers.

“When conflicts take place, the stress should be on resolution i. e. both parties should become friendly again. Conflict evasion, which is often practiced, should be the last resort. Posting of one or both, keeping away from each other, are typical examples of conflict evasion.

“No ready made solution can be given for conflict resolution as the nature of conflicts vary. One thing, however, is certain that commanding officer should stay completely aloof, without partiality and favouritism and should not display likes or dislikes for any subordinate. Subordinates generally give up conflicting attitude as a bad job when they realize its futility.

“Subordinates, as individuals, have different views. It is but natural. At the planning stage, they should freely express their views. A good commanding officer will always listen to them. However, once a decision has been taken, subordinates should implement it as if it is their own decision. They should go out of the way to show that although the decision is not to their personal liking, it has been implemented to their very best. In due course, subordinates will realize that this is a better way than keeping quiet and brooding over it all the time.

“In inter-personal relations, subordinates must realize the value and importance of team work. Our society is richer because all of us are different and have different ideas and values. If others do not see eye to eye with you, there is nothing wrong with it. The fact that everyone is working for the betterment of the unit to his capacity is sufficient ground for working in harmony.

“In every organisation, society, unit and even in our families, there are some who are intelligent and capable, others

are not so fortunate. It is the duty of those who are good to carry the rest. I suppose this is where goodness lies. When working under stress and pressure, often a feeling sets in, 'Look, I am working so hard and what are XYZ doing?' Think it coolly when XYZ were working hard, perhaps you were relaxing. The above feelings, although natural, are not conducive to harmonious functioning of a team. One has to learn to get over these weaknesses with deliberation.

"Bickerings and quarrels amongst subordinates generally take place due to lack of work. The energy of the young should be utilized for constructive purposes. An officer to be a worthy member of team, must make some contribution to his unit. An officer can contribute in various fields such as sports, dramatics, gardening, photography, shikar, improvement of the mess, unit institutions and so on. Surely, officers should be able to find some useful hobby for utilization of spare hours.

"In any unit, the most difficult type of trouble creators are play safe types. They are shrewd people, who instigate others without involving themselves. It is essential to identify the play safe characters. Understanding of managerial-styles grid is essential for this and other purposes.

"The above grid takes into account two aspects of an officer's functions i.e. determination to get the work done and regard for welfare of men. Each aspect is graded from 1 to 9. All officers irrespective of their rank fit somewhere in this grid. Let us take some typical cases.

"The first type of personality is purely theoretical. There can be an officer who has no interest whatsoever in work or welfare. Second type of personality represents those people who are only interested in getting work done. They are bullies, hard task-masters who have no regard for welfare of men. This of course is an extreme case. The third type of personality once again represents an extreme case of degenerated trade union leaders, who are only interested in welfare and votes, least bothering for output of work. The fourth is very desirable kind of personality. It represents real leaders, who, when it comes

to work will extract every ounce of energy from men, but, when it comes to welfare, will go all-out disregarding, if necessary, all rules and regulations. Few belong to this category. It is something for which all officers should strive. The last is placed in the centre of the grid, represents interesting characters. They do just that much of work and get just that much of work done which is essential for retention in the service. Also they pay only that much of attention to welfare of men which is necessary to keep away from trouble. Their knowledge of rules and regulations is good and their motto is play safe. Industries classify such characters in a category who must be sacked after one month's notice. Unfortunately, such characters are found in plenty in government organisations, and services have a fair share.

“The managerial-styles grid is important in many ways. For self analysis, it is important to know where we stand in the grid. Right now, we are concerned with identification of the last characters who can be a source of maximum headache for their bosses due to security in government organisations.

“The company and sub-unit spirit sometime leads to strained relations between subordinates. In their mistaken zeal for goodness, subordinates are apt to lose sight of the systems approach. Systems approach to management is important at all levels of functioning. System approach, in brief, means that some particular action at a particular period assumes overriding importance in the activities of various units or sub-units. It is, therefore, essential that all units and sub-units should forget about their own and concentrate on fulfilment of that important activity.

“The efficiency of a unit depends on the Commanding Officer and his team. According to management concepts, the primary role of the chief executive is to create a climate wherein subordinates can work freely. Office management is therefore an important aspect. The commanding officer plays an important role in knitting a healthy team. A good team is built by good human relations. The commanding officer must remain impartial, understand the generation gap and resolve conflicts which are natural amongst subordinates. Subordinates, on the other hand,

must realise their code and learn to live in harmony with each other”.

The Formation Commander

A successful Battalion Commander is also a potential Brigadier or a Divisional Commander. Division is the lowest as well as the highest formation which trains as well as fights as an integrated fighting formation composed of all fighting arms, services and the supporting regiments. Thus the performance of the Division directly reflects the personality of the Divisional Commander both in peace and war. I have neither commanded a battalion nor ever dreamt of Commanding a Division. However, a soldier can not produce the results, unless commanded by the right type of commanders. Late Lt. General P. S. Bhagat, VC will always be remembered by the Indian Armed Forces for his fine command management. He, obviously, did not want to waste his experience and has left a well written article for the potential Divisional commanders of the Indian Armed Forces which I reproduce in the succeeding paragraphs.

Lt. General Bhagat said, “To be an effective Commander there are the basic personal qualities of a commander, moral and physical courage, steadfastness as distinct from stubbornness, humane as against being soft, tactical and administrative acumen. Each of these in varying measures are inherent in an individual, it is how the individual builds on these by study, practice and observation that determine his Command ability. Yet with all these there has to be the flair for Command, and there has to be the human touch. An automation, however efficient, can never be a Commander in the real sense. The human element in essence constitutes Command ‘Make up’. It is the command ‘make up’ admixed with Command ability that constitutes Command technique.

“Every individual Commander needs to develop his own type of Command technique, a Commander to be of pattern or a ‘Yes’ man is not Commander. In some, Command ability is more pronounced; this makes for an efficient and all uncompromising type of Commander. Montgomery was, perhaps one

such Commander. In other Command 'Make up' is more pronounced. This makes for a charismatic and intuitive Commander. Patton was an outstanding example of this type of Commander, Thimayya was another of this category. Both types have their virtues, and both have their shortcomings, it is the individual's inclination that determines his bias. Whatever the type, there are certain basics of Command pertinent to each level that must be heeded.

"Whilst it is true that at any level it is the Commander who sets the pace for the tone and spirit of his Command, at Corps and Higher levels, the Command is too large for Commander to have any great personal contact with the troops. The senior Commander's impact is made through his Divisional Commanders and by his command technique, charisma and the general policy, measures and attitudes he adopts. Thus, it was that the great Commanders of the Second World War came to be known, such as Patton, Slim, Montgomery, Rommel, Zhukov.

"Now at the Divisional level on the other hand, the entire make up of the Division is moulded by the Divisional Commander. The Division lives, trains and fights as an entity. It has all the Command element and the Arms and Services to make it a self-contained force. Yet it is compact to the extent that it makes it possible for the Commander to personally know the units and be known by them as also know of each other's respective capabilities. The Brigade, the intermediary formation between the Division and the unit, has not the all arms composition to be a self-contained force. The Arms and Services are allotted by the Division to the brigade and hence the Brigade Commander has to build up his brigade to fit in the Divisional team.

"This is perhaps, the basic fundamental of Divisional Command, the Division works and fights through Brigades, and whilst the Brigades are given all the latitude, it is at all times a Divisional show and the Division's responsibility. It is thus necessary for the Divisional Commander to ensure that all the parts that make up the Division are in harmony and are on one theme, his theme.

"It is patent that the Divisional Commander cannot run

or fight the Division by himself. He must always think ahead, formulate his policy and plans with the help of his staff and advisers well in time. The Divisional staff then carry out the detail coordination and arrangements and the Brigades implement the Divisional Commander's orders on the ground. It is in the marrying up of these two and to ensure the smooth execution of plans on the ground that is the key to Divisional Command. Thus whilst he must think in the future, the Divisional Commander must not neglect the present or be hesitant to guide in the execution.

“There is much confusion caused between guidance and interference and for fear of the latter many Commanders are prone to hold back on the former. To direct, supervise and advise in the execution where it is required, is the essence of guidance. No orders can be that perfect or for that matter an organisation that efficient that follow-up command actions are redundant. To anticipate, to sort out and ensure proper standards by supervision and advice on the ground is to guide in the execution. Guidance in effect forestalls interference. The latter comes about when there has not been proper guidance and when things start to go wrong, the higher commander pressurises his subordinate commander, picks faults and overrules him. It has been truly said about Guidance that, ‘To expect results without directions is unfair, directions without supervision is incomplete and supervision without advice insufficient’.

“There is then the controversial question of the Commander going into details. The secret of success of all great Captains of war has been their mastery of details. It is not that they immersed themselves in details to the detriment of the main issues, but that they ensured compliance of details by their intimate knowledge of them. Both in peace and war, it has been the experience that overlooking or neglecting of even one or two details that are important for the particular occasion, has jeopardised the entire plan of a Commander. It is a wise Divisional Commander who ensures attention to details all down the line, not so much by his obsession to details, but by spot checks of

the details that matter for the particular occasion. The buttoning up of each detail, to the last detail, in any venture of the Division must be made into a routine within the Division.

“The maintenance of proper standards of routine thus also requires Divisional Commander’s attention. It is the attention that is given to details and routine that will ensure smooth and automatic functioning of the Division. It is a fortunate divisional commander, who can build up the routine and attention to detail in peace and then lead a smooth running Division to battle. Where a new Commander takes over the Division during war, his impact is made as much by his tactical handling of the Division, as by his stage management and administrative arrangements that he organises, the latter are mainly in the sphere of routine and attention to detail. Attention to detail must not be confused with nitpicking. The latter is resorted to by a Commander anxious to make an impact but has not the imagination to pick out the weakness that exists. Nor must a Commander decry the working of his predecessor, for this will surely encourage his command to at once view him with suspicion. The goal of a new Commander must be to improve on the existing standards rather than make an impact by the severity of his measures, where these are uncalled for. It must be remembered that commendations where deserved and encouragement most times are more potent motivating factors than is severity a driving force for individuals and units.

“Command Mastery is the state achieved by the Commander wherein his personality and acumen permeates through each sinew of his Command and reflects in its make up. The necessary corollary that follow from it may appear obvious, but it bears stressing, that whilst in the running of the Division each one in it must play his part, and the factual command of the Division can but only be the prerogative of one man—The Divisional Commander. The Divisional Commander may heed advice and will be assisted by the Divisional staff in both planning and execution, but it is he alone that must lay down policy, formulate plans, shape the execution and give the decisions. The Divisional Command is not of that high level of Command that its problems

require staff studies in depth and that the staff work out the solutions for the approval of the Divisional Commander. The staff must of course collate the data, but it is the Commander who must personally evolve the plan from his own appreciation and intuition. Any solution, however perfect, that is the work of another man, edges the commander that much away from Personal Command. And Personal Command is the first ingredient of Command Mastery.

“The next ingredient of Command Mastery is Command relationship. In the main, it is the Superior Commander winning the confidence, respect, loyalty and faith of his subordinates. The esteem of the subordinates for their Commander need not be idolatory, but greater the degree of admiration and affection there is, the more close knit will be the Command and the more ready it will be to go through ‘hell and fire’ to execute the orders of the Commander. Command relationship is a very intangible quality and at the level of Senior Commander is based on personal inclination and experience. The outstanding features of Command relationship, however, are bigness of stature of the Commander. (There must be nothing petty or scheming in the Commander’s relationship with his subordinates) and mutual confidence between the Commander and the subordinates. This is engendered in the first place by the Commander’s own trust in his subordinates and the respect given to them. The Commander must accept the responsibility of his subordinates bonafide actions. They follow on from this is to give credit where it is due. There is no Command arrogance. This could be said to be ‘Giving vague orders and then insisting on prompt fulfilment.’ Equally bad and more frequent is to demand promptness from subordinates but to be dilatory oneself.

“Then in the wider sphere of troops and units, it is in the thought, care and arrangements in depth to the last detail that are brought to bear on Divisional matters by the Commander that determines his Command relationship with them. Be it in the realm of interior economy such as living conditions and attendant subjects or in the realm of fighting efficiency such as training, administrative arrangements and stage management in battle, each is vital

for the whole make up. For this the Commander must have the capacity to at once visualise the unfolding of actions and activities and their implications down the line in any Divisional undertaking. There will be battle procedures and other drills that cover standard tasks, but over and above these, each situation will have problems peculiar to it. It is in the provision for these to ensure the tidiness, smoothness and comprehensiveness of the Divisional undertaking that establishes confidence of the troops in the commander. And once this is established the Command Mastery over the Division is complete

“At first the Divisional Commander may have to give detailed guidance and check the arrangements at the crucial points, but soon it will be found that each one concerned is on net. It is then more to reassure, advice and oversee that the Commander mainly concerns himself. No Commander can take refuge on the grounds that, this or that is normal practice and should have been done automatically. It is the measure of the Commander’s mastery to pick out the weak spots and ensure proper execution. In the final analysis the sum total of Divisional and higher Commander’s function is “To meet in all aspects the requirements in the preparation for and in the accomplishment of the given commitments of his Command.

In his final analysis General Bhagat said, “The Commander and the elan of a formation are inextricably entwined, one personifies the other. It is true that the technique of Command, the basics of Command and Command Mastery are means that tend to highlight the Commander. It must, however, be clearly understood that this highlighting is in the larger context of the Commander being the symbol of the Divisional elan. Elan is fostered by the pride of accomplishment and the principal instrument of accomplishment in the Division is its Commander. He stands or falls on the basis of the Division’s deeds and accomplishments. Everything else is secondary.”

Farewell to Soldiering

A career comes to an end and so is this book. I decided to end my soldiering at the age of 40 in 1981 when I could see no useful purpose to continue to serve on staff or administrative appointments and as the soldiering with soldiers had come to an end with the last tenure with the men of the active Infantry battalion. I had also planned on writing this book few years before my retirement and I decided to write this particular chapter on 03 Sep 81 when I had written a farewell letter to my commanding officer immediately on my arrival at home. My farewell letter read as follows.—

“This is to thank you personally and request you to convey my deep gratitude to all officers for the wonderful and most affectionate send off which was given to me at the time of my departure on retirement. I am particularly grateful to you for having spared your valuable time in spite of busy schedule. The almighty God was kind enough to send me back in the unit for a year prior to my retirement to receive this memorable farewell which I consider invaluable and would certainly make me write the last chapter ‘Farewell’ of my book tentatively titled ‘Simple and selfless Soldiering’. Please convey my good wishes for the well-being of all ranks of 7th Battalion The Jat Regiment, and for their success in every event of soldiering”.

This was the instant feeling that I expressed to my unit officers immediately on my arrival at home. It is also not possible to recollect the reminiscences either in one farewell letter or the farewell speech which you are asked to give during the dinning

out in the officer's Mess or the 'Barakhana' given by all ranks of the battalion in your honour.

Reminiscences

"Truth is the substance of all morality", said Mahatma Gandhi. As a true soldier I must have moral courage to give out every thing i.e. my memorable lapses as well as very special contribution. My lapses as well as special contributions which I intend to record here are all coincidentally connected with operations. Maybe I was not a peace time soldier. It was on 18 May 1964 when, I, as Second Lieutenant, successfully carried out a raid on a Pakistani Post along the cease fire line in Jammu and Kashmir. This was not only the first operation for me but also for my battalion after its raising in November 1962. Because of its success the battalion was declared fit for war which had been placed unfit by the Brigade Commander for sometime. This was also the first major border clash with the Pakistanis since 1947 and before the 1965 Indo-Pak war. My performance was commended upon personally by my Brigade Commander, Divisional Commander and the Corps Commander. I could have never claimed for the gallantry or any other award on my own and it is always upto the Commanders to decide. I feel sometime even the important events get distorted and are even forgotten by incorrect reporting and recording by the staff. Since I carried out close reconnaissance and has been to the objective during day time I was only told to take a platoon consisting of 22 ORs with 3 LMG and a 2 inch Mortar and capture the post. I was left on my own to do my planning, preparation, briefing the men, motivation to complete the task and finally the conduct. The operation was conducted in high altitude mountainous area above 9000 ft with difficult going. We left our base at 1 A.M. and were able to reach the objective at First light around 5.30 A.M. I was able to achieve complete surprise till my leading men opened the fire on the first man who was standing outside the bunker. Thereafter we overran the post and the enemy ran away leaving behind four dead and two injured. The most difficult part of the operation was when the enemy had vacated the post except those inside the bunker and my men continued to fire on and around the

bunkers. My shouting have had no effect and I had to physically stop the men from firing and physically dragged one of my Sepoy to throw grenades inside the bunker. Had we failed to achieve surprise, the casualty would have been very heavy on our side as any fire support would have been ineffective and the reinforcement could have reached us only after an hour or so. While I recommended five sepoy to be made L/Nks for the good job done by them during the raid and the Commanding Officer approved the promotions, my second-in-command BHM Har Nand was recommended and awarded 'Sena Medal' for opening effective fire alongwith the leading section. I had to remain contented with the 'Special order of the day' by the Brigade Commander and the letters of appreciation from the higher commanders and grant of acting rank of Captain. I was certainly waiting for some kind of gallantry award which never came.

It was perhaps in late 1964 when I had gone on a Regimental Signal Officers course in Mhow from field area in Jammu & Kashmir, while proceeding on a course I was given to understand that my leave certificate would reach Mhow for the casual leave applied by me which I was to avail on my return back from course. Somehow my leave certificate did not reach the School of Signals Mhow and I started my return journey on the termination of the course. I had been newly married and mostly separated. I could not by pass my home while passing through Delhi. I met a friend of mine and discussed with him my desire to go home in the absence of written leave authority for which only verbal approval was given. Having gone into the pros and cons I decided to go home. As I reached home, there was an announcement over the All India Radio that the Banihal pass between Jammu and Kashmir Valley had been blocked due to heavy snow fall and traffic from Jammu to Srinagar suspended. I was naturally relieved and happy. I stayed with my family for about 9 or 10 days and I left home on the next announcement when the Banihal pass had been cleared and the traffic resumed. On my arrival in the unit I did not disclose to my commanding officer and the Adjutant about my having been at home but I justified my delayed arrival due to the road block at the Banihal Pass. The commanding

officer and Adjutant did feel sorry for not sending to me the leave certificate in time. I did not feel the necessity of telling the truth then because I thanked the almighty God for allowing me to go home and be with my family as probably I would have also been stranded at the Banihal pass and suffered due to frostbite which took a very heavy toll of the convoy which was trapped due to heavy snow fall.

In 1965 I was again doing a Weapon course in Mhow when the war broke out between India and Pakistan. My battalion had come down to Jammu from Kashmir valley and were inducted into the operational area on Jammu-Sialkot axis. Courses were cancelled for officers from Western Command and they were sent back to their units. As I entered the battle area on Jammu-Sialkot axis we found that though the main offensive operation of our division was over, the exchange of Artillery fire and Air attacks between Pakistan and India continued for another 14 days. During this period I was detailed twice to lead a patrol to dominate the ground close under enemy occupation where two patrols sent earlier failed to reach. I succeeded in reaching the objectives and encountered heavy enemy's fire before extricating myself back to my base. Unfortunately neither the patrol commanders who failed to complete the task were reprimanded nor I was rewarded for completing the task.

The next was the Commando course on which the officer used to be detailed during 1966-67. Since the course was not obligatory, officers generally tried to avoid. I maintained a very high standard of physical fitness throughout my service. But seeing that every other eligible officer was attempting to wriggle out of this; I also decided to take advantage of a slight knee pain which I had experienced few weeks back. When my Commanding Officer wanted me to go on the course, I told him my inability due to knee pain who in turn asked me to produce the medical certificate. I went to the doctor whom I gave the complete background and requested to give unfitness certificate for at least six months. He understood the point and was pleased to give me the medical certificate and thus I also wriggled out of the course and some other officer was detailed. Obviously I was gradually loosing

interest and the initial enthusiasm mainly because I was not getting due rewards even for the special operational tasks successfully carried out by me.

I thought to have done very well to control insurgency in my area of responsibility in Nagaland during the year 1969-72. However, on one occasion I almost disobeyed an order given to me. I, in fact, could not help it. The Commanding Officer had planned an operation to search an area and I was told to move to a particular place to establish a 'stop' to intercept the hostiles. The order could not have been carried out because the time given to move to the area was only 2 to 3 hrs whereas the distance involved could not have been covered in less than 10 to 12 hrs. Those days the Commanding Officer had some misunderstanding partly perhaps he thought I was trying to be friendly with his friend and therefore making me do things which were not possible. He made me move out of the post with the men even though the operations had been called off. At that time I considered the Commanding Officer to be very unreasonable to me but the time is the best healer and our misunderstanding was cleared in the later years of our service.

I was very successful to control effectively insurgency in my area of responsibility primarily due to my policy of fraternisation and winning over the population of my area whereas the remaining area of my battalion remained active and hostile. I cultivated very reliable informers and the hostile could not operate and establish camp in my area of responsibility during the period of my tenure of two and a half year. Unfortunately within two days of my departure from the area the hostile party came and killed a person right in front of his wife and children whom they suspected to be my informer. During my stay there, once I had to go in another Company area to establish a stop. While passing through a village known to be of the high ranking officer of the Underground Naga Army, I took the initiative to carry, out surprise check of the hostile. Though we missed the high ranking officer of the underground Naga Army one of my sepoy encountered a Naga hostile in the vicinity of the house. The sepoy snatched the pistol from the hostile which he fired, but the sepoy got injured.

We were able to arrange evacuation of the injured jawan by helicopter through our wireless communication whose life was saved and of course our original mission was abandoned. Though I was feeling very happy and satisfied for the initiative I took to capture an important Naga hostile, my Commanding Officer and the Second-in-Command decided to order an inquiry against the Sepoy for showing cowardice. This was the most disappointing and probably done to deprive me of any Commendation for the initiative taken by me. The Sepoy was, however, awarded Chief of the Army Staff Commendation Card. Once again I had to remain contented with my selfless soldiering.

The last of the event, I cannot omit, was the heliborne operation during training conducted in 1978 while serving in Jammu and Kashmir. This was an important event as I was nominated to command a Company comprising the selected JCOs and ORs of an Infantry battalion to be tried for the first time in a heliborne operation in hilly areas. This was the first Rifle Company of the Indian Army to have been tried in a heliborne operation in a hilly area during peace time. The training, preparations and conduct were as realistic as one can visualise in actual operations except live firing. I personally felt very satisfied and honoured for having taken part in this operation before my retirement. I was able to reach my objective behind the enemy line on being dropped by helicopters. Simple Commendation card for this would have been equally encouraging during peace time.

My highest reward

Anyone who believed in simple and selfless soldiering would not normally expect a reward. It is possible for person who can think and realise human weaknesses in their judgement as well as fairness and probably feel contented by self education and faith. A normal human being is however, unable to analyse and feel satisfied and therefore a soldier must be rewarded wherever he deserves. Fortunately I have now received my highest reward, though belated, for simple and selfless soldiering. My highest and the final reward comes from a Havildar of my unit through his letter written on 21 Nov 1983 in Hindi. I quote the English translation of the letter which reads as follows.

“Respected Major D. S. Bisht Saheb, Ram-Ram. I am spending my life peacefully over here with the grace of almighty God and yours. I do not only hope but trust that you are also spending your life peacefully with the grace of almighty God.

“The news is, I was so much delighted to receive and read your letter that I find it difficult to express happiness. I am grateful to you for having replied my letter. I am doing my cadre comfortably and perhaps the cadre will end in the first week of December and I am confident that I will pass. Thereafter I will go to Rohtak where I am posted presently in NCC Battalion. From there my home is not very far. If I ever get a chance to come to your side then I will try my best to meet you. At present Mohan (My last Sewadar) is on Annual leave. That is for your information. I pray to almighty God that you be successful in your book writing and also pray that the almighty God bless you to be successful in life by leap and bounds.

“You are a greatman, very fine and a good human being. Whenever we talk in the unit among ourselves, all JCOs and NCOs speak very high of you. Rest all are fine in the unit. The work is going on well. I have no more information to write. If there is anything for me, please do write. I have displayed the photograph in my house which I had taken from you and it always reminds me of you. I can not write more. Please pardon me for any mistake. Do reply my letter

“Please convey my ‘Ram Ram’ to your family. Rest all is well.

“Yours - Dayanand”.

Superman after supersession

The most important lesson learnt by me is to remain a dedicated soldier even after supersession. I would, therefore, like to give my views on this for the benefit of the Indian Army Officers and for the safety and security of the country. Every person reaches up to the level of incompetency. Occasionally one may rise still higher. But those are exceptions. Many large number of superseded Generals, Brigadiers, Colonels and Majors could be seen doing their usual work with responsibility,

dedication and cheerfully. This is because they accepted the inevitable as part of their service.

It would be worthwhile to quote what Lt. Gen. K.P. Candeth, PVSM (Retd) had said recently on supersession. He said, "Selection of officers for promotion and specific appointments starts at a very early stage in the Army. The Chief of the Army Staff (COAS) tenure is for three years and so it means that out of the output of the Indian Military Academy for three years, only one officer will rise to the rank of General and gain the appointment of COAS. The weeding out process starts early. Promotion is automatic up to the rank of Major subject to passing promotion Examination. Thereafter various selection boards sit and select officers for next higher rank i.e from Major to Lieutenant General. They take into consideration the character, integrity, power of command, professional knowledge, operational experience and seniority of the various officers concerned. Seniority, it will be noticed, is only one of the factors and by no means the most important. So supersession of various officers takes place at every stage and is accepted by one and all as a fact of life and one necessary to maintain the efficiency and well-being of the service. The qualities that go to make a successful Army Commander or COAS are different to that required in a Company Commander and frequently a brilliant and dashing Company Commander makes a poor senior commander. Therefore, in promotion the emphasis is on the candidate's potential for the next appointment rather than performance in the existing rank".

So it is clear that an officer will be superseded at some stage or other. My experience is that very few officers are able to maintain their mental balance after supersession. Basically we are soldiers and we should be bold enough to face such minor setbacks in life. I would even suggest to have your alternative plans ready to face supersession. If you do not do so you would be living in fools paradise. I feel supersession these days in the Armed Forces is not being accepted with sportsman like spirit and the number of statutory and non-statutory complaints are increasing day by day which affects the performance of the

affected officers themselves and the morale of the junior officers in general. To my mind supersession does not come abruptly but it always has a long background spreading over the full service the officer has rendered before his supersession. An intelligent and a sensible officer should be able to understand the reason for his supersession and in fact anticipate supersession well in time. In these paragraphs I intend to give out my own experience and various ways and means to anticipate your supersession and how to prepare yourself to face such supersession. While you may have unlimited original thought, ideas to prove your worth in war which does not come every day and therefore you may be a failure to innovate ways and means to carve a successful career for yourself in peacetime. What I intend to bring out here is to know various possible reasons for your supersession, assuming that you were professionally competent. Carry out self analysis i.e. your assets, your drawbacks or the handicaps and examine every factor whether they were to your advantage or disadvantage at various stages of your service and whether you were able to take full advantage of the appointments that came your way? Was it that you were victim of the circumstances?

Firstly, it is the background of the individuals that guides him throughout his life and also in his making what he ultimately becomes in the eyes of the society. The socio-economic background as well as historical and cultural background of the individual directly affects the thought as well as actions of the individual. In fact, there is an added advantage if you study and understand your background well in time, you will be able to guard against your weaknesses and probably improve upon or develop the required attributes to be successful in the profession that you have taken up.

How to study the background? It is not sufficient to know that the individual comes from a rural or urban area, was educated in public or ordinary schools, is a son of a farmer or a General or is from a rich or poor family or for that matter is commissioned through ranks or direct. This practice was inherited from Britishers for maintaining equality between British and

Indian officers and does not have any relevance now. Sometime these are the only factors that are taken into consideration by the commanders while seeing the background of the individual for training and employability of the officers which ultimately becomes the deciding factor in the career planning and promotions of an officer. I thought of my own background something different which I have given below and to the extent upto which a Commander should if necessary know the officer under his command for correct training and employment so that one can get the best out of the officer. Otherwise under the present democratic society all should be treated equal irrespective of so called background and will have to be judged on the basis of the performance and opportunities given.

Majority of the people in my native place Garhwal and Kumaon Hills had migrated from the plains of central India between the year 251 AD and 1791 AD. The people came from Maharashtra, Gujrat, Madhya Pradesh, Rajasthan, Delhi and even from Bengal and south Indian states. The original inhabitants in these hills were known 'Khas' Rajputs who had again, due to historical reason, different background than those who were living in the plains of central India. My own caste people are supposed to have migrated from the capital city of Ujjain in the year 1443 and had settled in Garhwal Himalayas. Their original caste was Panwar, a ruling class from the capital city of Ujjain. Some of them were later given the title of 'Bisht' or 'Vishisht' (distinguished) by the rulers in these hills in recognition of their services. The title of 'Bisht' was given to many other castes' people in the hills who distinguished themselves in various fields generally in administration. The Panwars established their dynasty in the year 1500-15 AD and they ruled over Garhwal Kingdom. The Panwar dynasty later came to be known as Shah dynasty

The aim of giving my own origin here is to emphasise the point that if the original background is not understood correctly by the individual himself or by his assessing officers, it can well damage or seal the career and future prospects of the individual officer if simply seen from the point of rural/urban or rich/poor educational background restricted to his present generation only.

As explained in my earlier chapters that most of the basic leadership qualities you inherit and other you may develop over a period. Knowing my background I always stood for self-respect and pride and could never go out of my way to please my commanders except through my performance and by doing my best both during war and peace. This can well be to your disadvantage and the career under a commander who fails to understand your background.

The family background can be viewed only to one or two generation or the one you belong to. It is also the place and the family environment that will directly affect the development of qualities of the individual. The parents play an important part in the development of the child. In my own case, the parents were comparatively better educated, economically better off in the village, where I was born and spent my childhood. This obviously helped me in developing comparatively broader outlook right from the childhood which is very important. It is a different matter that during later part of your life you may come across your colleagues who have had still better socio-economic and educational background. But the initial confidence developed will always help you in facing changing environment latter.

Rightly, the Union Public Service Commission and the government finally approved in November 1977 the new philosophy for recruitment that there will be no bias towards elitist and the candidates will be judged on the basis of intrinsic merit and potentiality rather than on the basis of their articulation or sophisticated manners. Even though the Services Selection Board do not do any such discrimination but the subsequent assessment by the Commanding Officer is not without discrimination and, therefore, sometime unfair and damaging.

The next aspect is the attention paid by the parents towards bringing up the child, which also has direct bearing on the qualities you develop before you are exposed to the society or a test. I was fortunate enough to have got adequate attention to my education and living from the rural standard prevailing those days. I was deeply influenced by my mother who happened to be first educated lady of the village in 1940's. She is a hard

working lady and has been the great believer of 'Karma'. During my childhood she would often tell me the stories from The Gita, The Ramayana as well as stories of other distinguished rulers from Indian history. All this made me do and believe in honesty and hard work right from my childhood which I continue to practice even today in spite of the odds one has to face. Unfortunately these days honesty and hard work are again not given their due and are often placed below a clever man and an opportunist, The result is that an opportunist will probably apply various ways and means to improve his career prospects whereas the honest and the hard working man will even fail to be seen at the right time and the right place.

Marriage is the next factor that affects the career of an officer. It is always advantageous to have been suitably married. The career of many officers is ruined just for the reason that he has not been suitably married which remains a constant irritant in his career particularly in the Armed Forces under Indian conditions. In most of the cases if the wife is unable to maintain cordial relationship with the first lady of the unit or the formation and if she fails to socialise keeping in view the career prospects of her husband or keep pace with the changing socio-economic environment the chances are that the officer will fail in spite of his very high professional competency. Many brilliant officers are known for having sacrificed their married life in the interest of their bright career prospects and in many cases just for dedicated soldiering.

Suitably married means when the couple is fully conscious of their duties and responsibilities towards each other, towards their children and towards their dependents which is essential and more conducive to dedicated soldiering if not for bright career. This is very essential for the Armed Forces, because of separations, while serving in field area or a non-family station the risk of war and necessity of maintaining cordial relations with other family members when unable to live independently. It would, therefore, be generally correct to select your life partner to be compatible in intelligence, education, financial status and finally the ability to stand the stress and strain of

Military service. All this definitely affects your performance if you are a committed soldier and as well as the future prospects of the careerist officers.

Having studied your own background you should examine your handicaps in the light of your career prospects. Your handicaps can be to your advantage or disadvantage but it will depend on initial placement and training subsequent employment and finally on you, your commanding officer and your Annual Confidential reports. In the succeeding paragraphs I have tried to explain out of my own experience, the handicaps that an officer is likely to encounter during his service and may well help him either to forecast his supersession or help him to overcome his handicaps if he can.

When I joined the battalion as Second Lieutenant in 1963 at 22 years of age, my contemporaries were either emergency commissioned officer who were all graduates and of higher age group generally between 25 years and 35 years of age. There were Ex-National Defence Academy Officers who were fortunate enough to have done 3 years training in National Defence Academy, Khadakvasla and 6 months to 1 year training at Indian Military Academy Dehra Dun. Whereas I had done only 6 months training at the Indian Military Academy due to emergency even though I was from a regular course and was granted permanent commission. My education was only matriculate and that too from an ordinary rural Hindi medium school. Since there were 8 to 10 regular/emergency commissioned officers who joined the battalion between December 1962 and December 1963, the commanding officers were unable to give equal opportunities to all in their initial training, courses and employment. While some of us managed good courses and appointments, I had to remain contented with the situation as it was and remain dedicated to simple soldiering. Due to sudden expansion of Armed Forces in 1962 the situation so existed that there were more officers and limited vacancies on staff and instructional appointment and therefore it all depended as to what you could manage for yourself.

All this placed me in a most disadvantageous position. Though most of the emergency commissioned officers of my seniority did not get regular commission, I was left alone to compete with other officers within years of my seniority who had longer period of both pre and post commission training. One of my colleague late Captain R.P. Gaur from the same course and to whom this book is dedicated was killed during 1965 Indo Pak War. Having failed to get initial advantage I prepared for the Defence Services Staff College Examination and qualified in 1973 within 10 years of my service. I was also the first one to qualify from among the large numbers of officers commissioned in my battalion between 1961 and 1963. I, however, failed to get nomination mainly for the reason that some one in the Army Headquarters got the brain wave and changed the system of nomination. In that it was decided to give 70% weightage to examination and 30% weightage to the record of service. I personally thought that it was done to help those officers who had managed better courses and appointments in their earlier service and probably failed to secure higher marks in the examination. Thus I missed the final nomination. This was, however, represented later and subsequently the Army Headquarters agreed to give no marks for having done the staff or instructional appointment but 30% weightage for the record of service was to continue. By then I had missed the boat so this is one of the handicap that can be attributed to the system or to your luck but is a sure indication of your supersession at a later stage.

The last but not the least is the main factor which revolves around you, your commanding officer and your Annual Confidential Reports. If understood, it can give you sufficient time to anticipate your supersession and plan your premature retirement if necessary. Nothing like serving under right commander at the right place and right time. Right Commander means, the one who is ready and willing to recognise your attributes and potential to be something and who gives due to the devil. Some time it so happens that you are serving a commander who visualises very bright future for himself and therefore, he would always judge you from his point of view, Whether you are also as

bright as he himself is. Therefore while writing Annual Confidential Report he may well seal your career right within first few years of service. He may, therefore, not recommend you even for junior staff and instructional appointments. If you fail to get junior staff appointment, you will never get senior appointments. The Military Secretary's Branch will not find your employability and, therefore, supersede you. Similarly many commanders would just write that the written and verbal expression of the officer is poor because again he compares his own expression which he has developed during his 15 to 20 years of service and he is not ready to accept the poor expression of a young officer which he could improve and probably do better than his commander has with his age and service. Therefore, the emphasis should be on basic qualities and not the one which can or will be developed in due course of time.

As young officer if you are known to be very sincere, hard working and true professional soldier and if you happened to be serving under a commander who is neither of them, you can be rest assured that your so-called soldierlike qualities will be forgotten immediately after the successful operation, a training event or any other task that you have carried out successfully. Perhaps he would otherwise be interested in other attributes which he thinks help him to earn better Annual Confidential Report for himself as he is convinced that sincerity and hard work does not pay and at least it never paid him nor he ever believed in it. It is equally applicable to other kind of commander who himself is very sincere, hardworking and a hard task master and therefore an officer under him, who is a shammer, bluff master and careerist, will find it difficult to get along. The difference being that the honest will carry on without caring for consequences, the careerist will try his best to move to a safer place and manage it to his advantage. It will, therefore, be seen that your career prospects or supersession is directly affected by you, your commanding officer and your Annual Confidential Reports. If you are able to understand yourself and your handicaps, you can do your best and improve your career prospects as well as anticipate your supersession well in time.

Due to changing socio-economic and political environment of the country, dishonesty has also penetrated into the services. Therefore, the inquiries and court martials are on the increase. Para 317 of the Regulation for the Army 1962 stipulates that it is the duty of every person in military employ to bring at once to the notice of his superiors every case of dishonesty, fraud or infringements of order that may come to his notice. In case one fails to make prompt report to one's immediate superior, cases of malpractice and financial irregularities that may come to his notice, the person is liable to be punished under Section 63 of Army Act i.e. an omission prejudicial to good order and military discipline. However, no loyal and disciplined soldier with integrity will report against his own superior commanders and bring bad name to his own unit and the service. The provision of this para has had double effect on the function of command. Firstly, those commanders who are influential and are in the habit of committing financial irregularities they would see the command with suspicion and will not normally trust everyone. They will be careful to select their loyal subordinates and those, who are not likely to stand by, will be meted out step brotherly treatment. At the time of Annual Confidential Reports they will not be given full marks for their loyalty because he thinks that they are not loyal to him. Contrary to this if a subordinate is influential and not of careless type, he would maintain a diary of all irregular happenings in a unit and preferably black mail the commander to his advantage in furtherance of his career prospects. On the other hand if the commander is caught for financial irregularities and you are punished for not reporting the same, your career is not only sealed but is ruined for ever. All this has also affected the fair reportings on an officer for which there appears to be no answer. However, it is less harmful to an individual officer and more harmful for the unity, esprit-de-corps within the unit and homogeneous command and can have disastrous consequences in the battle field.

During my service as Deputy Assistant Adjutant General (DAAG) of the Sub Area, I had gone through large number of statutory and non-statutory complaints from the officers on

their supersession and career prospect. A Lieutenant Colonel in his statutory complaint said, "I find that I have been superseded by a large number of officers without any intimation, warning and justification. No reasons have been assigned for my supersession and no regulations are known to exist which disqualify me for my promotion to the rank of acting Colonel. At the same time, I find that certain existing rules and other service conditions, appear to have been applied harshly in my case amounting to and resulting in jeopardizing my career prospects." The Military Secretary's Branch is not supposed to tell any of these to the superseded officer. The grievances are supported by the facts known to the officer i. e. appointments held by him, courses reports and service rendered by him in war or field area. In every case the officer is unable to give his views on the Annual Confidential Report which are known to only Military Secretary's Branch. The language is very submissive and is not direct. In fact you will find that the officer is almost begging for promotion.

A superseded officer should be able to practice selfless soldiering more honestly. He is free of ACR fever and anxiety about his medical report. Freedom is bound to help him keep better health. A superseded officer can usefully utilise his time in various productive hobbies. He can pay more attention to his family and children's education, and even find himself free to go on tour or travel to places of interest. That is refreshing and useful to know the world outside the perimeter of the promotion and supersession. All this will help you to remain dedicated to soldiering for the remaining period of service in a relaxed environment. I think there is no need to ask for redress of grievances. If you know your background well, you tried to overcome your handicaps and if you know yourself, your commanding officer and your Annual Confidential Report then you would have known about your forthcoming supersession. If this formula is applied then seldom the necessity would arise to ask for the redress of grievances.

No one is actually responsible for your supersession except you or the system. You are under your own control and system is run by humanbeings who are most vulnerable to all type of

weaknesses. What is needed is that to try and run the system as perfectly as possible. If the system has failed then the whole organisation has failed and you are not to be blamed. You are to be blamed to the extent that you failed to foresee your supersession in time and change your plans accordingly. But, let us say that we have a perfect system under which you are made to work. In that case some one else is going to be superseded. Who should be that? Only wrong and incompetent should be superseded.

Best redress to your grievances is contentment through spiritualism. Spiritualism is nothing but your way of thinking. Your way of thinking can change your way of living and your outlook in life. I do not intend to explain here philosophy of contentment in these few pages nor I am competent to do so but only some random thoughts which could be applied to every one of us. May be you were not given your due or the rules and regulations have been harshly applied in your case. Do not forget that we are soldiers and not politicians. A politician will try to take advantage of every favourable situation or exploit even a bad situation to his advantage and if as a soldier you also start doing that the very purpose of selfless soldiering will be defeated. So the first lesson is that do not forget your mission as a soldier. While practicing selfless soldiering, if you have failed to go very high than do not lose your mental balance but try to analyse and understand the life in a much broader perspective. Go through few thousand years back and read few pages of 'The Gita' and other religious scriptures where you would get full redress of the grievances to your entire satisfaction.

Read what Guru Nanak had said a few hundred years back. "Prayers, alms giving, clean living, purity, restraint, righteous conduct, truth, contentment and service to mankind entitle you a niche in heaven." And finally the modern philosophy for young officers which says, accept yourself as good and bad and recognise your goodness or badness and try to rectify specific weaknesses. Always take realistic view of self. Integrate your personality by allowing freedom from inner conflict and by developing stress and tolerance capability. Cope up with the problem like a man. Be self-reliant. Actualisation or realisation of self by control over

emotions, adjustment in life with persons irrespective of social, educational and economic status, by developing your own personality, always strive for self enhancement and finally remain contented in your life, work and worship. Last but not the least remember what Shri Satya Sai Baba said "Life is a challenge-meet it, love-enjoy it, dream-realise it and game-play it", and so is the soldiering.

My Compliment to my Regiment 'The Jats'

In the end I must pay my compliment to my regiment, 'The Jats', with whom I have had full opportunity to practice 'Selfless Soldiering' to my entire satisfaction. I was commissioned in 7th Battalion The Jat Regiment where I served till the date of my retirement except a tenure on staff and ERE. The history of Jats is perhaps the oldest but it has not been recorded. Therefore, the source of their history is limited to mythology and folk tales. It has been accepted that the Jats are the mixture of Aryan, Scythian, Hun and Kushan tribes. In the second century, the Jats were ruling between the Jumuna river in the east to the Caspian sea in the west. In India, the Jats are believed to have come from Afghanistan through the Bolan pass and they had settled in the plains of Punjab. Today the Jats are living in part of Punjab, Haryana, Rajasthan, Western Uttar Pradesh and Delhi.

The characteristics of Jats are somewhat similar to those of Rajputs. They are generally tall, sturdy and of fair complexion. They like simple living and hard working. The Jats are very fond of wrestling and tug of war and they take pride in taking part in games where physical strength counts a lot. Mostly they believe in religion and would like to avoid meat and liquor. The Jats are full of determination, generally serious, loyal with lot of perseverance and full of strength. They are capable of facing all types of stress and strain and can withstand difficulties most cheerfully. They are too much interested and attached to their families. The Jats are fully imbued with pride in their race and loyalty to their regiment or group. One could write nothing more about the the history of Jats than what Dr. Zakir Hussain, the late President of India, had said on 23 November 1967 at Bareilly on

the occasion of clour presentation to the Jat Regiment. The late President had said, "The History of the Jat is the history of India itself." Throughout they have been known for their sturdy independence. Again and again we find examples of their love of freedom and their readiness to defend it with their lives. In the same way the history of Jat Regiment is the history of Indian Army.

For, wherever the Army has fought, the Jats have been in the forefront and have distinguished themselves by their valour, whether in Malaya or in Burma or in Kashmir. Whether in disaster or victory, they have displayed the qualities of courage and resolution, tenacity and cheerfulness in difficulty, which of all soldierly qualities, are so characteristic of the Jats. From France in the west to China in the East, has reverberated with the battle cry of 'Jat Balwan Jai Bhagwan'. The tribute paid by Dr. Zakir Hussain, the late President of India, amply illustrates the high tradition of one of the oldest regiment of Indian Army. Though the senior battalion, 1st Jat Light Infantry, is now more than 175 year old, the Regiment was named 9 Jat Regiment on reorganisation of Armed Forces in 1922 after the first world war of 1914. Subsequently the Regiment came to be known as the Jat Regiment with its Regimental Centre at Bareilly. The battalions of the Regiment are known as 1st, 2nd and 3rd battalion.

My regiment is credited with the retrieval of golden gates of Somnath temple from Ghazni by the First Jat Regiment in the sixteenth century and the famous battle of Dograi during 1965 Indo-Pak conflict. After India became independent, the Second and Third Battalion were awarded the battle honours of 'Rajouri' and 'Zojila' respectively for their gallant action during 1947-48 Kashmir operations. In 1962, Eight Battalion was awarded one Mahvir Chakra, Four Vir Chakras and one Vishisht Sewa Medal. Again in 1965 and 1971 conflicts with Pakistan, the Jat Regiment displayed its legendary valour. No wonder the post independence awards earned by the Regiment include three Param Vir Chakra, four KCs, two AVSMs, 32 Vir Chakra, 9 SCs, 31 Sena Medals and 13 VSMs.

I have nothing more to add or differ from what Brigadier D.

E. Hayde, MVC. (Retd) had said about the command of the Jats. He is known for having successfully commanded the Jats in battle field with true professional soldiering.

He said, "A soldier, to be competent on the battle field, must have strong arms so that he can take firm hold on his weapon, good eyesight so that he can take a proper aim and endurance so that he can outlast the enemy in a slogging match. The natural advantages, that the Jat possesses in these respects do not require elaboration. A soldier must not be overawed by the tremors of war, especially during its early stages and in this the Jat excels for he has known warfare since Vedic times and been a part of India's military history throughout all her periods of empire. He accepts the dangers of war and the rigours of soldiering the way that a duck takes to water. Tenacity is his major forte ; in fact of all the human race he is probably the most stubborn and difficult to move when once he has adopted a position, the finest fighting example of this being the Siege of Bharatpore. Jats are said to lack imagination and initiative, probably because they are not that way all the time, but the story of the Pindaras is different as it took the all powerful British ten years or more to subdue them. What about Churaman and Suraj Mal, who played the most subtle of all war games with the Mughals, Marathas, Afghans and British talike ? We come to bravery, that perverse quality that no man can be sure he has at all times. There is an interesting story about two Irishmen who were put where there had been heavy British casualties in the trenches during the First World War and given the incentive of five shillings for every enemy that shot. When suddenly the German attacked in overwhelming numbers, one said to the other "Come on Paddy, it's much money there for use sure". In a similar vein we have the story of the Jat King who was threatened by another king whose army was ten times the size of his own. His phlegmatic reply was, "Thicker the hay, easier mowed".

But I must quote the Company Commander of my cadet days, Major Ataquar Rehman (Later Lieut General) who, in relation to bravery and the Indian soldier, said, "The Indian soldier wants his officer to be not only a commander he can trust but also a

soldier and a fighter he can admire, one who makes no excuse and accepts none. Lord Roberta of the Frontier, without the language of the troops at his command could get them to do almost any thing because, like Alexander, he was where the danger was greatest, which was invariably also the point of crisis.

“So, it appears that the Jat is every thing that a fighting man should be, doubtless there are others also, but in none is the analogy of taking a horse to water more pertinent. The Jat is not an intense person but is secular and openminded, lacks religious fanaticism and does not easily work himself up into range over the kind of things that create ideological seal. He will not, on his own, keep his fighting aptitudes honed for the big occasion nor will he get into fighting stride without a peculiar kind of motivation. To understand this, we must look back into his background. The Jats first arrived in India in loose confederations of tribes, not bound to any chieftains of clans by hereditary precedent, in fact it was almost everyman for himself. But, with good sense, they saw that strength and thereby protection lay in unity and competent leadership. So they cast around among themselves and selected the most capable and made him the king. They continued to instal their king on the basis of personal merit and it was not necessary that sons inherited titles from their fathers but, because of this, both the king and his eligible sons strove to prove that they were fit to rule. In return, the Jats gave their kings total and intense loyalty, beyond the highest calls of duty and made it easy for them to rule. In the army today, the officer has replaced the king but the same strong democratic sense prevails. The modern Jat soldier is not impressed by ranks, in fact at times he is annoyingly indifferent to it, instead he understands only that the function of the officer vis-a-vis other rank is complementary, the one will produce results only in comparison to the other. On this basis, he accepts or rejects his officer, taking him on the basis of personal merit, judged in terms of hard, practical soldiering in the field he can see him, which means to be in the regiment most of the time. There too, he is not impressed by facade of intellect or by record of service considered good for its annual reports and course results. Rejection leads to indifference in the cause of duty,

even when this can cause a Jat to lose his life, but acceptance will carry his part of the complementary bargain to the sublime heights of his natural form.

“Every soldier knows that he tries to beat the enemy for something bigger than self, which he accepts because he seldom gets the glory in any case. The Jat does it on his officer’s account and all he wants is that his officer should be worthy, a commander he can trust, a fighter and soldier he can admire. There have been many such officers in the regiment since Independence within my ken and those I admire as much as I do my Jats”.

‘RAM RAM’

