

ATTRITION IN *CAPFs*

“Attrition in Central Armed Police Forces(CAPFs) - A study of the Socio-Psychological, Environmental & Economic/Financial factors leading to the situation of increasing cases of VR, Suicides / Fratricides in Central Armed Police Forces and recommendations to overcome the situation”

PROJECT REPORT

BY

Mrs.SANTHI G JAIDEV
Senior Commandant, CISF

(RESEARCH PROJECT SPONSORED BY SARDAR VALLABHBHAI PATEL NATIONAL POLICE ACADEMY , Hyderabad and BPR&D , New Delhi , India)

**This Research Project is Dedicated
to all the Central Armed Police
Force Personnel who have laid
down their lives in the course of
their duty towards the motherland
and to all serving force personnel
of Central Armed Police Forces.**

“Traveller ,
there is no path,
paths are made by walking”

- **Unnamed Spanish poet**

This research project has been my life’s journey over the last few years

**“Research is to see what everybody else has
seen,**

And

to think

what nobody else has thought”.

- Albert Szent

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PREFACE

This Research project is about "Attrition in the Central Armed Police Forces (CAPFS)". The title has two main words 1) Attrition & 2) Central Armed Police Forces.

1) Attrition is defined as "a gradual reduction in work force without firing of personnel as when workers resign, retire and are not replaced". Another meaning of the work is the process of reducing somethings' strength or effectiveness through sustained attack or pressure, synonyms: Wearing down, wearing away, weakening, debilitation, sapping. (Oxford dictionary- www.oxforddictionaries.com)

The gradual reduction of a work force, by employees leaving and not being replaced, rather than by redundancy. "(Oxford dictionary - www.oxforddictionaries.com)".

2) "Central Armed Police Forces"- Vide office memorandum No. 1-45020/2/2011-Pers-II Dt/ 18th March 2011, Ministry of Home Affairs under Govt. of India adopted a uniform nomenclature of "Central Armed Police Force " (CAPF) while referring to the Border Security Force (BSF), the Central Reserve Police Force (CRPF), the Central Industrial Security Force (CISF), the Indo-Tibetan Border Police (ITBP) and the Sashastra Seema Bal (SSB).

As mentioned in the above said reference the said adoption of the new nomenclature has been introduced, as the terms like Central Police Organizations (CPOs), Para Military Forces (PMFs). Central Police Forces (CPFs) etc. have been interchangeably used while referring to the Central Police Forces, which are the "Armed Forces of the Union", as also defined in the respective Acts of the Forces. It is stated that this creates an incorrect perception about these Central Forces and the expectations from the Forces becomes unrealistic. As per another stated reason given for such change in nomenclature is that "Even in the international references such incorrect nomenclature may cause confusion regarding the role of such forces, especially during elections, maintaining law and order etc".

The CRPF, BSF, ITBP, CISF & SSB are the Central Armed Police Forces (CAPFs) that are being studied under this research project. Three more organizations though come under the common umbrella of CAPFs i.e. Assam Rifles (AR), Railway Protection Force (RPSF & RPF), and National Security Guard (NSG); these forces are not being studied under this research project. These organizations are also part of the Central Police Organisations of the Govt. of India and are also Armed Forces of the Union as per the respective Acts, but the word "Para-Military" is removed from the nomenclature,

while the nature of deployment continues to remain the same as it was, prior to the adoption of the new nomenclature in 2011.

Prior to this change in nomenclature in 2011, the above mentioned CAPFs were categorized as Central Para- Military Forces (CPMFs) along with Railway Protection Force (RPF), National Security Guard (NSG), Special Protection Group (SPG), Assam Rifles (AR), Special Frontiers Force (SFF) and Indian Coast Guard.

BPR &D data as on 01.01.2014, on Police organizations- India considers AR, RPF, NSG, as part of CAPFs. But, RPF comes under Ministry of Railways. Of these, NSG is a 100 % deputationist Force, where the cadres are brought from the other CAPFs on deputation basis and are returned to the parent cadre upon completion of their tenure.

Since the above mentioned MHA notification does not mention AR, RPF and NSG, the present study is restricted to studying the remaining 5 CAPFs. Approximately **68,869** jawans & officers have left these 5 CAPFs during the last **six** years (**2008-2013**) on account of VRS , resignation, sickness, accidents, casualties while on duty ,suicide, fratricide and fragging .

The overall actual strength of these 5 CAPFs as on 01.01.2014 (including women members of the force), in respect of whom this study was conducted is as mentioned below:

CRPF : 2,85,990

BSF : 2, 39,744

CISF : 1,23,481

SSB : 72,908

ITBP : 75,066

TOTAL: 7,97,189

(Ref: Data on Police organisations 2014 published by BPR&D)

The combined total actual strength of all 8 CAPFs as on 01-01-2014 is 9,27,369 (which increased to 9,71, 262 as of 01-01-2016 , i.e. a growth of 4.73% over two years) , as against the total sanctioned strength of 10,07,630 and the **5 forces** under this project study amount to **85.96%** of the total actual strength , clearly showing that these 5 forces account for significant part of the CAPFs , thereby making this study crucial.

An Attrition figure of **68,869** force personnel over a period of 6 years (2008 to 2013) from a total strength of 7.97 Lakhs i.e 8.64 % (approx.) is significant and is a

serious matter with implications, deserving in depth study of the problem, in order to arrive at the reasons for this unusual phenomenon to find remedial measures to curb the same.

The alarming rate of attrition not only causes loss of experienced CAPF personnel whose services are critical to our national security, but can also have a demoralizing effect on the existing force personnel and in recruiting for future requirements. When trained and experienced manpower is lost on account of attrition, replacing them with manpower equally competent and experienced is time consuming and costly.

While the citizens of this country are peacefully asleep, preparing themselves to work for nation's progress and development the next day, it is the CAPFs who remain alert and are guarding them. Therefore, the nation owes it to the CAPFs that their services are well recognized, honoured, valued and their interests are looked after for services rendered by them which is critical to the nation's security and stability.

This research project report is based on information obtained from various organizations, the study of books, periodicals, magazines, and material available in various libraries of SVPNPA, USI, IDSA, BPR&D etc., information obtained from the internet, responses elicited to questionnaires from force personnel, interaction with the rank and file of these forces and others who are associated with this subject , published interviews, case studies etc.

The personnel of the CAPFs have been rendering yeomen service to our country and have been contributing to preserving the unity and integrity of the nation, upholding the values of secularism and strengthening "**unity in diversity**". They have been contributing their services in maintaining internal security, safeguarding territorial integrity, controlling riotous situations, controlling communal & caste conflicts, sectoral violence and mass uprisings. The deployment of the CAPFs has ensured the smooth conduct of elections and the transition of power from one elected government to another. They have also contributed tremendous service during natural disasters and in addition to guarding our borders against external aggression, contributed to checking of illegal infiltrators, drugs and arms into our country from across the international borders with a host of countries which can be either friendly or hostile from time to time depending upon the geopolitical situation and other regional factors. The CAPFs are also involved in the protection of public sector undertakings, which are national assets and which have been referred to by Pt. Jawaharlal Nehru as "Temples of Modern India".

They have time and again displayed courage of a very high order and unparalleled dedication under very difficult circumstances. It is my heartfelt wish that Govt. of India recognizes their contribution and gives them their due for the services rendered in their march towards achieving the mission, goals and objectives of the

organizations to which they belong and towards achieving and preserving national security.

This study is important not only because it is about the 8.3 lakh strong CAPFs, growing in strength year after year to meet the ever expanding security needs of our country, but also because the subject of study has a bearing on the immediate family of CAPF personnel (an average of 6 members per family translates into a staggering figure of 4.98 million people, and their extended families) and further on the society they form part of and interact with on day to day basis which ultimately impacts on a larger arena i.e. our national security .

KNOWLEDGE IS, IN THE END
BASED ON ACKNOWLEDGEMENT"

- **LUDWIG WITTGENSTEIN**

ACKNOWLEDGMENT

My soulful gratitude and reverence to the Almighty, who has showered upon me his divine grace in the completion of this project.

I am extremely grateful to each and every individual who helped me in the completion of this task.

Firstly, I would like to thank Government of India for encouraging research in Policing which entails organic connect of the people with the policing, which is very much the need of the hour. Next in order comes the Honorable Director of SVP National Police Academy for giving me this opportunity. I am thankful to the Bureau of Police Research & Development for supporting this project. I am indebted to JDC Research cell, NPA & screening committees who not only accepted my proposal based on my debut presentation in front of such committee but provided me proper direction. I am also thankful to the staff of SVPNPA, BPR&D and other organizations who have been instrumental from behind the scene in making this research possible.

I am grateful in acknowledging the Research Consultants of SVP National Police Academy Dr. Shri. A. K. Saxena & Dr. Ms Y. Nirmala for their guidance all along, and [shri.Rajeev Sabharwal](#) and [Shri.P.Vimaladitya](#) for their encouragement at times when I needed it most during my journey through this project and support.

[The Researcher may like to acknowledge the valuable contribution of the successors to Dr A K Saxena and Dr Nirmala, in the Research Cell of the NPA.](#)

I am indebted to the Heads of CAPFs, liaison officers of respective CAPFs and other members of the Force for their support and for sharing the information, which this Research Project required.

I am thankful to Smt. Usha Babu George, Faculty, School of Social work, Bharat Mata College, Cochin for her valuable guidance and for helping me conceptualise this research proposal.

Further, I would like place on record my thanks to Mr.V.V.S.Rao,SI/Min , a thinking and sensitive force person from BSF who is presently on deputation with SVPNPA who deserves rightfully a mention here and the staff of various libraries such as that of SVPNPA, BPR & D, IDSA, USI and other Colleges, that I visited for reference work.

I am thankful to all the force personnel of various CAPFs especially BSF who took part in this study, by way of giving me their feedback in the form of response to the questionnaires and in their interactions wherein they shared their experience,

knowledge and views that enabled me to approach the subject under study from various angles. I also express my gratitude to my PA , ASI/Steno Mr.Mahesh Kushwaha who worked beyond office hours in helping me in completion of this task and the staff of CISF at various CISF units and 4th Reserve Battalion who helped me all along in making this onerous & almost impossible task a reality. I am thankful to the Registrar, Alagappa University and Smt. Bhuvaneshwari, Asstt. Prof, Centre for women's studies for helping me with statistical analysis of the data collected.

This will be incomplete without mentioning the deep love and profound respect to my parents late Shri. Guntur Krishna Murthy and Smt. G Prasanna Lakshmi to whom I owe everything that I am today. My thanks to Mr.Sivarama Krishna Deepak who extended his secretarial assistance and wholehearted support in preparing draft questionnaires and keeping my communication and correspondences upto date.

All said and done, it is my husband Shri. Jaidev S Gurudev to whom I owe my success, for his love, understanding and unconditional support at all times, which instilled the will power in me to go through this journey and to my daughter Ms.Pavithra who cheered me up and kept my spirits high and bouncing all along with her unconditional love.

Santhi G Jaidev

*A NATION'S CULTURE RESIDES
IN THE HEARTS AND THE SOULS OF
IT'S PEOPLE.*

-MAHATMA GANDHI

CHAPTER -1

INTRODUCTION

“ATTRITION IN CENTRAL ARMED POLICE FORCES (CAPFS), A STUDY OF CONTRIBUTING FACTORS AND RECOMMENDATIONS TO OVERCOME THE SITUATION”. ORGANISATIONAL (INCLUDING OPERATIONAL & FINANCIAL FACTORS), SOCIO-PSYCHOLOGICAL, ECONOMIC & ENVIRONMENTAL FACTORS LEADING TO THE SITUATION OF INCREASING CASES OF VR, SUICIDES/FRATRICIDES IN CENTRAL ARMED POLICE FORCES AND RECOMMENDATIONS TO OVERCOME THE SITUATION”.

"Those who want to reap the benefits of this great nation must bear the fatigue of supporting it" - {Thomas Paine}

The term "Nation" etymologically means, "A group of people coming from a common stock bound by political unity and the feeling of oneness. India, The Nation, came into existence on 15th August 1947. The term "State" means a politically organized society with a government governing people in a given territory and having sovereign power acknowledged by the International community. At present our country is a nation – state, having all the characteristics of a nation as well as state.

It is the bounden responsibility of every nation to secure its territorial integrity and sovereignty.

National Security:-

"By security, we mean the protection and preservation of the minimum core values of any nation; political independence and territorial integrity"

- Talukder Maniruzzaman

Prominent features of the State or National Security are:

- (1) Its external orientation in the form of securing the nation against external aggression by war, which is mostly the responsibility of country's defence forces.
- (2) Its internal orientation in the form of securing the nation from internal disturbances, insurgencies, disorders and internal terrorism. Sometimes, there is overlapping between the two areas of national security caused by the factors responsible for the same like an internal regional disturbance may lead to aggressive posturing in international relations and vice versa, some external agents from foreign states may create problems of

internal security through support to the insurgent, naxal, maoist rebels and espionage etc.

National Security implies the ability of a nation to use its national power for preservation, protection that means integrity and furtherance of its core values or national aims and objectives.

National Security is invariably connected to the threat perception. This is a dynamic concept that needs to keep pace with the ever changing external and internal dimensions. While some of the threats are intrinsic to the formation of Indian nation given the circumstances under which the nation was born, more threats are extrinsic as the causative factors were from outside Indian Territory such as **Indo-Chinese** war of 1962, Indo-Pak war of 1965 and 1971. Following these, problems of infiltration, insurgency, illegal immigration, ethnic violence, mass uprisings, class conflicts, and ideological conflicts continue to affect the Indian security scenario.

Incidents of 9/11,(2001....Year),26/11(2008.....Year), naxal menace, terrorism, militancy, insurgency, have proved beyond a doubt that internal and external security are very strongly interconnected and enmeshed, and that internal security threats cannot be ignored or pushed to a lower level from the national security view point. Internal threats to national security have assumed centre stage in the debates on Indian security. They have a pan-Indian presence and no longer confined to India's north and north-eastern frontiers. Therefore, tackling these threats is a common concern for the Centre and the states.

For the past five decades, India has been a victim of 'proxy war',' insurgency' and 'Terrorism', unlike other countries which have begun to grapple with the reality of terrorism only post 9/11. There are formidable challenges that our country faces today.

Various role players in preserving the national security are country's Defence Forces, Para-Military forces, Central Armed Police Forces, State Armed Police and Civil Police, Intelligence Agencies, Crime Investigation Agencies and such other agencies as Customs, Enforcement Directorate, Narcotics Control Bureau, etc. These multifarious agencies are responsible for the multi-dimensional nature of our National Security.

One can categorically say without an iota of doubt or hesitation that our country's progress and development is influenced and affected by the security environment in the country both external and internal.

Of late, the threats on account of challenges in the internal security arena have grown in dimension exponentially, making "Internal Security" a major concern for our security forces dealing with the problem.

Internal Security:

Internal security is a critical issue that affects the pace and growth of development. The dimensions of internal security threats are growing like monsters day by day and newer threats and challenges are emerging.

Though under Article 246 of the constitution of India "Police and Public order" are made 'State' subjects, vide Article 355 of our constitution it is stated that "It shall be the duty of the union to protect every state against external aggression and internal disturbance and to ensure that the Government of every state is carried on in accordance with the provisions of this constitution."

This clearly established that the Union Government is duty bound to deploy Central police forces in any state when the threat to the Security of the state & inturn to the integrity of our nation is felt, on its own accord or at the request of that particular state Government, when they are unable to tackle the situation.

Role of Police in internal Security : It is time and again categorically stated that the role of police in a civil society is maintaining public order and peace, maintenance of law and order, prevention of crime, thus ensuring security and protection of the citizens and their properties.

But, the idealistic era of envisaging well defined role for defence forces of our nation, to fight the external enemy and that for police forces to fight the internal enemies are over.

In the present era, where the internal security threats posed by naxalism, militancy, terrorism, insurgency, sectarian violence, class conflicts, regional issues, social mass movement, peasant agitations, are bleeding the national economy from within, containing these is posing increasing challenge to Indian state. These are not only supported by external aid, but again **are also** not restricted to a single state, clearly affirming the fact that internal security is a daunting task ahead for Indian state.

Strength of Police Forces:

As per the latest basic police data published by the Bureau of Police Research & Development as on 01.01.2014 our country has total actual state police strength of 17.23 lakhs, (as **against** total strength of 22.84 lakhs, with vacancies running upto 24.82%), out of which 13.48_lakhs was civil police including the District Armed Police and the remaining 3.75 lakhs was State Armed Police.

In addition to this, a total authorized strength of 10.08 lakh police personnel (as against actual posted strength of 9.27 lakhs,with about 8% vacancies) were available in the Central Armed Police Forces as on 01.01.2014 (The sanctioned strength of

CAPFs increased to that of 10,29,690 as of 01-01-2015 against which these forces had total actual strength of 9,44,557 with vacancy of 7.96%, which further increased to that of 10,44,112 as of 01-01-2016 against which these forces had total actual strength of 9,71,262 with vacancy of 6.97%, source: Data on Police Organisations by BPR&D) . Thus, the combined actual Indian police strength as on 01.01.2014 was 26.5 lakhs.

It is evident that the CAPFs which comprised about 35 % of the total actual police strength of India are playing a major role in ensuring Internal Security of our nation and thereby contributing to our National security.

There are 8 Central Armed Police Forces VIZ

- (1) Central Reserve Police Force (CRPF)
- (2) Indo Tibetan Border Police (ITBP)
- (3) Sashastra Seema Bal (SSB)
- (4) Border Security Force (BSF)
- (5) Central Industrial Security Force (CISF)
- (6) Assam Rifles (AR)
- (7) Railway Protection Force (RPF)
- (8) National Security Guard (NSG)

The present Research Project is on the "**Attrition in CAPFs**" where in the problem of Attrition in 5 CAPFs out of the above mentioned list i.e CRPF, ITBP, SSB, BSF, CISF was studied.

The **succeeding Chapter- 2** is dedicated to highlight the brief history, and the multifarious tasks being performed/**responsibilities being discharged** by the 7 CAPFs towards achieving the goal of National Security.

CHAPTER -2

ROLE OF CAPFs IN NATIONAL SECURITY

" People sleep peaceably in their beds at night only because rough men stand ready to do violence on their behalf". - George Orwell.

The term "**Security**" is derived from the Latin word "**Securitas**" that means a state of non-worry or a state of non-danger.

National Security implies "the ability of a nation to use its national power for the **preservation and protection. That means preserving the integrity of the country,** and furtherance of its core values or national aims and objectives. Security is an overriding priority of all nations. Security consists of not only military but also political, economic, social, humanitarian, human rights and ecological aspects. Further, it is essential that a national security strategy is dynamic and is able to cope with the challenges emerging from the changing global security scenario. National Security Policy consists of both external and internal dimensions whereas, the external dimensions are the domain of the Defence forces of our country and the internal dimension is the domain of police forces.

In 2011, Ministry of Home Affairs designated the following 7 **Police Forces** as the "**Central Armed Police Forces**" and placed them under the **Police-II Division** of the organisational structure of the Ministry of Home Affairs (as on 07.04.2014). This Division deals with the personnel, financial, administrative, Parliamentary, audit & Court matters relating to various CAPFs. The 7 Forces are as listed (alphabetically) below:

- 1). Assam Rifles (AR)
- 2). Border Security Force (BSF)
- 3). Central Industrial Security Force (CISF)
- 4). Central Reserve Police Force (CRPF)
- 5). Indo-Tibetan Border Police (ITBP)
- 6). National Security Guard (NSG)
- 7). Sashastra Seema Bal (SSB)

Note: Though Railway Protection Force (RPSF & RPF) with a total sanctioned strength of 75,725 is also a Central Armed Police Force and is also an Armed Force of the Union, this comes under the purview of Ministry of Railways. But at the same time, the force personnel are deployed and their services are regularly utilized in all national security related duties and the Force has been receiving laurels from all quarters for its achievements.)

Brief history and evolution of these forces into country's premier security forces, protecting the critical infrastructure of our nation follows:

Brief History of CAPFs:

The Central Armed Police Forces, rechristened as such vide MHA order in March 2011 were being referred to as Central Para Military Forces (CPMFs), Central Police Organisations (CPOs), Para Military Forces (PMFs), Central Police Forces (CPFs) etc. A look into the origin of these forces automatically endorses their role in national security.

1. Assam Rifles (AR) (Valour , Glory , Sacrifice) :

This is the oldest among the CAPFs and was raised on 24th March 1835. Known as **Cachar Levy**, for duties of border defence [In 1863, **Cachar Levy** was replaced by **Frontier Military Police**. In 1905, with the formation of new province of East Bengal and Assam, the name of the Force was changed to "**East Bengal and Assam Military Police**". In 1912, when Assam got separated from East Bengal and made a separate Province, the force resumed its old names of "**Assam Military Police**". In its earlier years, the force met with operational requirements of Manipur, Arunachal Pradesh, Nagaland, Mizoram, and even areas outside Assam such as Malabar in Madras Presidency to deal with Mopla rebels in 1924. For the meritorious services rendered during World War-I the force was given the title of **Assam Rifles in 1917**]. In 1965, the control over Assam Rifles was transferred from the **Ministry of External Affairs to the Ministry of Home Affairs**, and in 1982, the then Assam Frontier Police relieved the regular Army from all Policing duties in this region.

2. Border Security Force (BSF) (Duty unto Death) :

Till 1965 India's borders with Pakistan were manned by the State Armed Police **Battalions**. Pakistan attacked Sardar Post, Chhar Bet and Beria Bet on 9 April, 1965 in Kutch. This exposed the inadequacy of the State Armed Police to cope with armed aggression due to which the Government of India felt the need for a specialized centrally controlled Border Security Force, which would be armed and trained to man

the International Border with Pakistan. As a result of the recommendations of the Committee of Secretaries, the **Border Security Force came into existence on 01 Dec 1965**, and **Shri K F Rustamji** was the first chief and founding father.

2. The BSF, in its 51 years of existence, has emerged as an elite force of the country having excelled with distinction in the 1971 war with Pakistan. Its ethos is "**Any task, anytime, anywhere**" and the BSF has given blood and sweat to execute its motto "**Duty Unto Death**".

3. The concept of border fencing, flood lighting and construction of roads has been introduced with the aim to stop infiltration on the Western and Eastern borders.

3. Central Industrial Security Force (CISF)(Protection and Security):

After Independence, huge investments were made to build temples of modern Indian economy, i.e. PSUs described as such by the then Prime Minister Pt. Jawahar Lal Nehru for realising the principles of social and economic justice enshrined in our Constitution. These industrial undertakings are susceptible to pilferage, sabotage, subversion, industrial unrest and disorder. These are special targets of **countries inimical to our country**, and are prone to fire hazards.

In 1961, the Govt. of India appointed a senior police officer as a **Security Advisor** in the Department of Industry for advising the undertakings owned by the Central Government on security matters. In 1964, there was a devastating fire in Heavy Engineering Corporation (HEC) Ranchi, resulting in loss of property worth Rs. 40 Lakh, which in those days was quite colossal. The incident was followed by communal disturbances in Ranchi, Rourkela & Jamshedpur. These happenings brought the drawbacks of the then system of industrial security to prominent relief. In connection with these incidents, the Central Government appointed a one-man **judicial Commission of inquiry, headed by Justice B. Mukherjee**, formerly of the Allahabad High Court. This Commission strongly **recommended creation of the Central Industrial Security Force (CISF)**. The report gave a major impetus to the suggestions of the **Security Advisor**. Thus, **CISF came into existence on 10th March, 1969 with a modest three battalions, to provide integrated security cover to the Public Sector Undertakings (PSUs)**. With the changing security scenario, **CISF was made an Armed Force of the Union of India by an Act of Parliament passed on June 15, 1983 (1, 39,421)**. With globalization and liberalization of the economy CISF is no longer a PSU-Centric organization. Instead, it has become a premier multi-skilled security agency of the country, mandated to provide security to all major critical infrastructure installations across the country.

As on date CISF provides **security cover to 313 units in Security wing and 91 units in Fire Wing and has 10 Reserve Battalions, 8 Training Institutes and**

39 other formations. Presently, CISF is providing security cover to a large number of establishments constituting the critical infrastructure of the country which includes **59 international and major airports of the country, atomic energy and space installations, sea-ports , steel plants, coal fields, hydro-electric and thermal power plants, defence production units, fertilizer and chemical industries, note printing press/ mints, heritage monuments/ museums (including the Taj Mahal & Red fort),** important government buildings, Delhi Metro Rail, VIP security and private sector establishments.

4. Central Reserve Police Force (CRPF) (Service and Loyalty):

The CRPF was constituted under the nomenclature of "**Crown Reserve Police (CRP)**" on **27th July 1939, at Neemuch, Madhya Pradesh,** under the provisions of **the Indian (Foreign Jurisdiction) Order 1937,** for deployment in Princely States to help the rulers to contain political unrest and activities of **Praja Mandals that were agitating for self rule** in these states as also to deal with law and order problems beyond the means of the force of these states. CRP was also engaged in counter-insurgency operations, anti-dacoity duties in addition to law & order duties.

As a part of political settlement of transfer of power, the force passed into the control of Central Government, which used it to stabilize the unsettled conditions, which prevailed in the wake of the partition of Indian Sub Continent **while** some viewed this as a colonial relic and wanted that it should be disbanded. But foresighted leaders like **Lord Mountbatten and Sardar Patel** realised the utility of this force by way of reserve in the hands of Central Government. They argued that not only the **Force** should be retained but also it should be substantially augmented particularly when provincial forces were either inadequate or ineffective. **They visualized a multi-dimensional role for the force in tune with the changing needs of the newly independent nation.**

Accordingly, to retain, restructure and rename the force, the Central Reserve Police Bill was passed by the Constituent Assembly on 22nd December 1949 and Governor General gave assent to it on 28th December 1949 and it became **CRP Act of 1949.**

5. Indo-Tibetan Border Police (ITBP) (Shaurya-Dridata-Karamnishta):

Indo-Tibetan Border Police was **founded on October 24, 1962** in the aftermath of Chinese aggression for reorganising the frontier intelligence and security set up along the Indo-Tibetan border covering 2115 kms from **Karakoram pass to Lipulekh pass.** Only four Battalions were sanctioned to begin with. In view of the additional responsibilities and redefined task in 1976, the force was restructured in 1978 to 9

service Battalions with 4 specialist Battalions and two training Centres. With additional tasks entrusted to ITBP from time to time on border guarding, counter insurgency and internal security roles, the number of **ITBP Battalions increased gradually and ITBP presently have 53 service Battalions, 4 Specialist Battalions, 17 training centres and 04 logistics establishments.** Out of 53 service Bns, **02 Battalions have been converted to disaster management battalions and transferred to NDRF.**

The growth profile of ITBP is as given under:-

- **1962-** Raised on Oct 24, 1962 with 4 Bns (6 Coy) as "Guerrilla – cum-Fighting Force" for deployment on the borders. Participated in the war against Pakistan in 1965 & 1971 (in J&K).
- **1976-** The original role changed- converted as conventional CAPF on recommendations of Rustom Ji Committee.
- **1978-** Re-organisation of the force carried out in 1978 with forming of 9 service Bns (4 Coy Pattern) & 4 Specialist Bns i.e. service & supply Bn, Tpt Bn, Spt Bn & Telecom Bn.
- **1987-** Additional 6 Bns (6 Coy Pattern) raised for **Bank Security Duties** in Punjab.
- **2006-2008-** 20 Bns (4 Coy pattern), 6 **Sector Hqr** & 2 **Frontiers** raised for providing relief and rotation.
- **2012-2015-** Consequent upon the approval of re structuring of the force, out of 13 Bns, 09 have been raised and remaining 04 Bns will be raised and the total number of battalions will be **62 by the year-2015.**

In pursuance to the GoM (Group of Ministers) recommendations of Govt. of India to have "**One Border One Force**", the entire stretch of **India- China Border comprising 3488 Kms is with ITBP for Border Guarding duty.** ITBP has replaced Assam Rifles in Sikkim and Arunachal Pradesh in 2004-05. Presently 20 Bns of ITBP deployed on Border Guarding Duties from Karakoram Pass in Ladakh to Jechap La in Arunachal Pradesh covering **3488 Kms of India -China Border and manning Posts at an altitude ranging from 9000' to 18500'.** Most of the forward posts of the force remain cut off by surface route during winter months. The border posts are exposed to high velocity storms, snow blizzards, avalanches, and landslides, besides the hazards of high altitude and extreme cold, where temperature dips down to minus 40 degree Celsius. About 2/3 tenure of ITBP personnel is spent in such areas.

6. National Security Guard (NSG) (One for all, All for one) :

The need for creating a special force for executing surgical special operations based on tactical intelligence was felt when **Blue Star Operation was carried out by the Army at Golden Temple, Amritsar**, in 1984. NSG was conceptualised and created after studying and analyzing **Special Forces** like SAS in the United Kingdom, GIGN in France, GSG-9 in Germany, SHAR-ET-MATKAL in Israel and DELTA in the USA. It consists of selected and highly motivated personnel from the Army as well as the para-military forces: 53 per cent of the personnel are drawn from the Army, while para-military force like BSF, CRPF and ITBP contribute 47 per cent”.

NSG was created in 1984 under the Cabinet Secretariat. 16 October is celebrated as its Raising day. It is now under the superintendence and control of Ministry of Home Affairs (MHA), Government of India.

7. Sashastra Seema Bal (SSB) (Service, Security and Brotherhood):

SSB was raised as **Special Service Bureau** under MEA in early 1963 in the wake of Indo-China conflict of 1962. It came under Prime Minister Secretariat on 01.01.1965 and was transferred to Cabinet Secretariat on 01.09.1965. The Special Service Bureau was first established in Tezpur in Assam and also in North Eastern Frontier Agency (later renamed as Arunachal Pradesh). Soon, SSB spread out into North Bengal, Hills of Uttar Pradesh, Himachal Pradesh, Jammu, Manipur, Sikkim, Rajasthan, Gujarat, South Bengal and Nagaland between 1965-1991. In earlier setup, SSB under Cabinet Secretariat had been performing the role of stay-behind Force in the border areas, inculcating sense of security and spirit of resistance in border populace, promoting national awareness, organizing and preparing border population for resistance to the enemy.

After **Kargil war**, the **K .Subramanian Committee’s Report** was considered by GOMs for relocation of all PMFs to achieve optimum efficiency by assigning one border to one force. As per orders of MHA dated **15th January 2001**, **SSB came under the administrative control of MHA** and given the mandate of guarding “**Indo-Nepal Border (1751 Kms)**”. **SSB was rechristened as “Sashastra Seema Bal”**. In the year 2004, SSB was also given mandate to guard “**Indo-Bhutan Border (699 Kms)**”. SSB is also a **Lead Intelligence Agency (LIA)** on these borders. SSB is now spread along the international border across Uttarakhand, Uttar Pradesh, Bihar, West Bengal, Sikkim, Assam, and a part of Arunachal Pradesh. **SSB’s charter of duties now comprises of promoting a sense of security, preventing trans-border crimes, unauthorized entry into or exit from the country, preventing smuggling and**

other illegal activities. The Force sanctioned strength as on date is **85,755**. By April, 2015, their sanctioned strength became 76,488.

In order to have its own service conditions the **Sashastra Seema Bal Act, 2007** was passed by both the houses of the Parliament in 2007 and SSB like other CPFs' has its own Act and Rules. Prior to this, combatised non gazetted personnel of SSB were governed under CRPF Act & Rule.

In 2005, the Ministry of Home Affairs sanctioned one Frontier Hqrs, two Sector Headquarters and 20 battalions to SSB on the BSF staffing pattern. SSB has completed the task of establishing 582 BOPs (Border out Posts) i.e. 450 BOPs on **Indo-Nepal** and 132 BOPs on **Indo-Bhutan** border(s). SSB is the first **Border Guarding Force (BGF)** to induct seven women Coys on border guarding duties on the borders with **Nepal and Bhutan**.

The name of Special Service Bureau (SSB) has been changed to Sashastra Seema Bal (SSB) on 15 December 2003 in consonance with its new role of a border guarding force.'

History and evolution of these CAPFs is essential to understand the purpose of their origin, their mandate and nature of the organisation. These CAPFs that were raised with humble beginning ` , have grown in strength over a period of time which is a testimony to their performance and confidence in their capability to tackle security challenges.

The approximate **present strength** of these CAPFs as on 01.01.2014, 01.01.2015 & 01.01.2016 (Listed chronologically as per their year of birth) is given in Table 2.1:-

Table 2.1: Sanctioned Strength of Central Armed Police Forces

Sl.No.	Name of CAPF	Year of birth	Sanctioned Strength as of		
			01.01.2014	01.01.2015	01.01.2016
01	AR	1835	65,819	66,412	66,411
02	CRPF	1939	2,98,597	303,535	308,862
03	RPF	1957	75,725	75,871	75,879
04	ITBP	1962	84,003	88,958	89,430
05	SSB	1963	88,458	91,129	94,065
06	BSF	1965	2,46,963	252,059	256,831
07	CISF	1969	1,38,557	141,342	142,250
08	NSG	1984	9,508	10,384	10,384
	Total Strength		10,07,630	10,29,690	10,44,112

Evolution:

In addition to the basic mandate, the CAPFs over a period of time evolved and metamorphosed into fine task **forces** competent to perform the multifarious, challenging roles assigned by the Government and have been performing their duties with dedication and professionalism.

The table 2.2 below gives a bird's eye-view of the role of these CAPFs in National Security.

Table 2.2: CAPFs in various roles in National Security

Sl.No.	Nature of Duty	AR	BSF	CISF	CRPF	ITBP	NSG	SSB
1	Border Security	✓	✓	-	-	✓	-	✓
2.	Critical Infrastructure Security(Industrial Security)	-	-	✓	-	-	-	-
3.	VIP Security	-	-	✓	✓	✓	✓	-
4.	VA/VP protection vital installation security	✓	✓	-	-	-	✓	-
5.	Govt. Building Security	-	-	✓	-	✓	-	-
6.	Counter Terrorism/Militancy (CT)	✓	✓	-	✓	✓	✓	✓
7.	Counter Insurgency	✓	✓	-	✓	✓	-	✓
8.	Anti-Naxal Operations	-	✓	-	✓	✓	-	✓
9.	Elections	✓	✓	✓	✓	✓	-	✓
10.	Security during special events such as Common Wealth Games	✓	✓	✓	✓	✓	-	✓
11.	Disaster Relief & Rescue Operations.	✓	✓	✓	✓	✓	✓	✓
12.	IS Duties.	✓	✓	✓	✓	✓	-	✓
13.	Handling hijacks, rescue of hostages, Air Marshals, Anti-Sabotage checks	-	-	-	-	-	✓	-
14.	Others (In Spl. Conjunction with Army) tactical operations	✓	✓	✓	✓	✓	✓	✓

Having appreciated the importance of CAPFs in National Security, a detailed description of the 5 CAPFs i.e. CRPF, ITBP, SSB, BSF & CISF that are subject matter of study in this research project are discussed in detail in the **succeeding Chapter-3**.

The description of regular duties as per mandate and certain other specific duties being performed by CAPFs and are given below vide table:2.3, clearly showing the multifarious roles that are being performed in addition to the basic mandate dictated by the preamble of the respective Acts governing these forces:-

TABLE 2.3: Duty as per Mandate and certain other duties being performed by CAPFs

SI.No.	NAME OF CAPF	DUTY AS PER MANDATE	Other specific duties/tasks
1	AR	<ol style="list-style-type: none"> Guarding the Indo-Myanmar border 1459 Kms (Arunachal Pradesh, Nagaland, Manipur and Mizoram). Counter-Insurgency operations in Manipur, Tripura, Nagaland, Mizoram & Arunachal Pradesh. 	<ol style="list-style-type: none"> Law & Order duties. Civic action programmes. Adventurous expeditions.
2.	BSF	<p><u>Peace time Role</u></p> <ol style="list-style-type: none"> Promote sense of security among people living in border areas. Prevent trans-border crimes, unauthorized entry into or exit from the territory of India, and Prevent smuggling and any other illegal activity. <p><u>War time role</u></p> <ol style="list-style-type: none"> Holding ground in assigned sectors. Aggressive action against Para Military or Irregular forces of the enemy. Maintenance of law and order in enemy territory administered under the Army's control. Guarding of POW camps. Acting as guides to the Army in border areas. Provision of escorts. 	<ol style="list-style-type: none"> Achievements in Sports. UN Peace Keeping Mission in Namibia, Cambodia, Mozambique, Angola, Bosnia, Herzegovina, Haiti & Congo. Mountaineering. Protection to Indian chancery in Colombo in Sri Lanka.

		<p>7. Anti-infiltration duties in specified areas.</p> <p>8. Performing special tasks in connection with intelligence including raids.</p>	
3.	CISF	<ol style="list-style-type: none"> 1. Protection and security of critical infrastructural installations across the country (309 Units) 2. Fire protection Service to 88 Industrial Undertakings. 3. Consultancy services on security and fire protection. 4. Security cover to Units in Private Sector. 5. Security to 59 Airports. 	<ol style="list-style-type: none"> 1. Excellence in Sports, expeditions. 2. UN peace keeping Missions in Cambodia, Angola, Mozambique, Haiti, Bosnia, Kosovo, Ivory Coast, East Timor, Sudan, etc. 3. Indian Embassy in Nepal.
4.	CRPF	<ol style="list-style-type: none"> 1. Central striking reserve Force to assist the State/UTs in police operations to maintain law and order, control riots and to contain insurgency. 2. Has COBRA Units, Mahila Battalions And Rapid Action Force (RAF). 	<ol style="list-style-type: none"> 1. UN Peace Keeping Missions. 2. Visits and meetings of VVIPS. 3. Protection to shrine of Vaishno Devi and Raghunath Temple, Ram Janmabhumi Ayodhya, Kashi Vishwanatha Temple, Gyanavapi Mosque, Varanasi Krishna Janmabhumi/Shahi Idgah Masjid, Mathura.
5.	ITBP	<ol style="list-style-type: none"> 1. Indo-China Border security- 3488 Kms at altitudes ranging from 9000' - 18500'. 2. Replaced Assam Rifles in Sikkim & Arunachal Pradesh in 2005. 	<ol style="list-style-type: none"> 1. Asian Games (1982), CHOGM, 1983 and CWG(2010) held at Delhi. 2. High Commission of India in Sri Lanka from 1988 to 2006. 3. In Afghanistan for security of embassy of India in Kabul. 4. Indian consulates in Herat, Jalalabad, Mazar-e-sharif and Kandahar.

			<ol style="list-style-type: none"> 5. UN Peace Keeping operation in Congo, Angola, Namibia, Cambodia, Bosnia & Mozambique, Herzgovina & Kosovo. 6. Security to the pilgrims during annual Kailash Mansarovar Yatra from 1981. 7. Lead intelligence agency. 8. Civic action and BHDP. 9. Nodal agency for UN Missions. 10. Expeditions, adventurous events, Mountaineering, skating.
6.	NSG	<ol style="list-style-type: none"> 1. Neutralisation of specific terrorist threats in any given area, building and vital installations. 2. Engaging and neutralising terrorists in specific situations. 3. Handling, Hijack situations. 4. Rescue of hostages in kidnap situations. 5. Security to high risk persons. 6. Anti-Sabotage checks of the venues of the visits of VVIPs. 7. Creates bomb data information bank. 8. Air Marshal Programme. 9. Imparts training to State Police forces in VIP Security, PSO, BDDS and Anti-terrorist operations. 	<ol style="list-style-type: none"> 1. Bomb disposal At various places.

Most of the aforesaid duties are performed in aid of civil administration, and in collaboration and coordination with the state civil and police administration.

Note-1. It will be worthwhile to mention that most of the aforesaid duties are performed in aid of civil administration, and in collaboration and coordination with the state civil and police administration.

2.The detailed description of the history, role and achievements of the CAPForces covered in the Chapter-3 provides scope for the reduction in size of the material included in this chapter covering each Force individually. The material covered in Chapter-3 being provided to the researcher officially can as well serve the purpose of detailed introduction about the role, duties and achievement of these CAPFs. Hence the researcher gets scope to downsize the report alongwith the elimination of duplication of the narrative.

CHAPTER-3

Central Armed Police Forces

Janani janma boomischa swargadapi gariysasi

"Mother and motherland are superior to Heaven."

- From "Ramayana "

This is the virtue by which our central armed police forces have been serving our Nation and a brief account on each of these forces follows:

1. Indo Tibetan Border Police Force



"Shaurya- Dridhata- Karm Nishtha"

Mission Statement

The mission of ITBP shall be to ensure the security of Borders of India effectively, to instil a sense of security among the inhabitants of these border areas, to prevent trans-border crimes, smuggling and unauthorized entry into or exit from Indian Territory. To provide security to the sensitive installations, banks and designated important dignitaries, with professionalism and to restore and preserve order efficiently in any area in the event of disturbance by upholding supremacy of the constitution.

2. In discharging these functions each member of the force shall aim to uphold the highest standards of human dignity and national integrity, assist in disaster management, preserve & restore flora & fauna in Himalayan region by placing "valour, steadfastness and commitment", above self - ***the sentinels of Himalayas.***

Objectives

- i. Safeguard the security of borders of India and promote sense of security among the people living in border areas.
- ii. Prevent trans-border crimes, smuggling, unauthorized entry into or exit from the territory of India and to prevent any other illegal activity.
- iii. Provide security to sensitive installations, persons at security risk.
- iv. Restore and preserve order in any area in the event of disturbance therein.

Functions

- Security of Indo-China Border
- Counter Insurgency Operations
- Anti Naxal Operations
- Internal Security Duties
- VIP Protection
- Lead Intelligence Agency
- Security To Diplomatic Missions Abroad
- UN Peace Keeping Operations
- Disaster Management
- BADP & Civic Action
- Nodal agency for UN Police Missions
- Medical and security Cover during Kailash Mansarovar Yatra
- Rescue and Relief Ops

Achievements

- The ITBP has recently taken on a disaster management role. Being the **First Responder for natural Disaster** in [Himalayas](#), ITBP was the first to establish 06 (Now 08) Regional Response Centres in HP, Uttaranchal and North East and carried out numerous rescue and relief operations in various disaster situations, which took place in their areas of responsibility as well as other parts of the country.
- Participated in Indo-Pak war in 1965 & 1971.
- Played a major role in security cover during 1982 ASIAD in Delhi, COGM held in Delhi in the year-1983 and Common Wealth Games-2010 (CWG-2010) in Delhi.
- Remained deployed in Punjab during peak of terrorism in 80s.
- Played an important role in containing militancy in J&K.
- Provided effective security to the **High Commission of India, Colombo during the days of LTTE threats.**
- Provided effective security to BRO for construction of **Delaram-Zaranj road in Afghanistan.**
- Providing security cover to the **Embassy of India (EOI) Kabul** and all four Indian Consulates in Kabul.
- Guarding high profile prisoners in **Tihar Jail** (Delhi).
- Provided security in **Arthur Road Jail (Mumbai)** when terrorist of Mumbai Blast was detained there.
- Effective **anti naxal operations in Rajnandgaon district of Chhattisgarh.**
- ITBP troops are extensively being deployed during emergent situations like elections, Law & Order duties and special occasions of national importance like Independence and Republic day Functions in Delhi.
- ITBP personnel have scaled more than 150 Himalayan peaks including Mt. Everest three times.
- ITBP men have successfully **climbed Mt. Everest 3 times** (1992, 1996 & 2006).
- 7 mountaineers of ITBP have received **Padma Shri** for contribution in the field of mountaineering.
- 6 mountaineers of ITBP have received prestigious Tenzing Norgay National Adventure Award.
- The force has participated in more than 180 expeditions.
- 14 members of mountaineering & skiing expedition to Mt. Satopanth summited the peak on 14th & 17th June 2011.

- ITBP mountaineers have also successfully climbed peaks in Nepal, Iran, Japan and South America.
- ITBP Skiers have been National Champions and have taken part in Winter Olympics.
- It has also participated in adventurous events like White Water Rafting through turbulent and mighty waters of the Brahmaputra, the Indus and the Ganges and has International achievements to its credit in this field.
- ITBP established a national centre for training in search, rescue, & disaster response at Bhanu, Haryana which is imparting training to personnel of ITBP and other paramilitary/ state police forces.
- ITBP commandos provided security to the High Commission of India, Colombo in Srilanka from August, 1988 to January, 2006.
- Presently ITBP commandos are deployed in **Afghanistan for security of Embassy of India in Kabul and Indian consulates i.e. Herat, Jalalabad, Mazar-e-sharif and Kandahar.**
- ITBP has also excelled in UN **Peace Keeping Operations.**
- One ITBP contingent of 135 personnel is deployed at DG Congo to assist United Nations mission for maintaining peace and tranquillity in the country since November, 2005.
- ITBP personnel have been deployed for peacekeeping operations in **Angola, Namibia, Cambodia, Bosnia & Herzegovina, Mozambique and Kosovo.**
- ITBP personnel have earned following **decorations, honours & awards:-**
 - Kirti Chakra : 2
 - Padmashri : 7
 - Shaurya Chakra : 5
 - The PP & Fire Services Medal for Gallantry : 2
 - The PPM for Gallantry : 12
 - Sena Medal : 1
 - The Police Medal for Gallantry : 62
 - Parakram Padak : 79
 - The PPM for Distinguished Service : 106
 - The PP & Fire Services Medal for Distinguished Service : 2
 - The President Medal for Meritorious Service : 440
 - The Prime Ministers' Life saving Medal : 68

(Source: As per inputs received from ITBP)

2. Sashastra Seema Bal



Service, Security and Brotherhood

Mission Statement

"We the members of Sashastra Seema Bal are committed to our motto of Service, Security and Brotherhood. In pursuance of this objective we pledge to serve our country with highest level of professional excellence, dedication and devotion. We strive to promote a healthy working environment for our men, ensuring professional development through training and modernization.

2. We respect human dignity and constitutional right of every citizen; we pledge to work with fairness, integrity and honesty, facing all odds that may come in our way."

Objectives

SSB was placed under the administrative control of MHA on January 15, 2001 and was **given mandate to guard Indo-Nepal Border** on June 19, 2001. SSB was declared as Lead Intelligence Agency for Indo-Nepal in 2001. SSB was rechristened as "**SASHASTRA SEEMA BAL**" on 15.12.2003. On March 12, 2004, SSB was assigned with responsibility of guarding **Indo-Bhutan Border**.

Functions

- a) To promote sense of **security among the people** living in the border areas;
- b) To prevent **trans-border crimes** and unauthorized entry into or exit from the territory of India; and
- c) To **prevent smuggling** and other illegal activities.

Achievements

- Has set up BOPs like other border guarding forces, and conducting required patrolling/laying of naka.
- Equipped and provided with arms/ammunition on the same scale as other border guarding forces to its troops.
- Performing the tasks of intelligence gathering in the border areas and is undertaking civic action programmes in its area of operation.
- Maintains close liaison and share intelligence inputs with other sister agencies deployed in the area, as well as with the concerned State Government.

(Source: As per inputs received from SSB)

3. Border Security Force



Duty unto Death

Mission Statement

- To maintain sanctity of the Borders of India through eternal vigilance.
- To inculcate a sense of security by harnessing co-operation of the border Population.
- To effectively deal with Internal Security challenges whenever so tasked by the Govt.
- To achieve an effective combat capability by absorbing leading edge technology, state-of-the-art training and user-friendly equipment.
- To evolve and implement a growth-oriented Personnel Management System aimed at instilling core values to satisfy the social, economic and psychological needs of the Force personnel.
- To effectively assist civil administration in Disaster Management and provide succour to the people.
- To effectively promote core values of Human Rights, pride and dedication to duty in the Force.

Objectives & Functions

The Border Security Force was formally constituted as a **Central Para Military Organization on 1st December, 1965 for guarding the Nation's International Borders**. Originally, the main role given to BSF was divided into two main categories i.e. Peace Time Role and War Time Role. Although, the concept of Border Security has undergone a sea change with the growing vulnerability of the borders , yet the Peace and War Time Role of BSF have remained the same as under:-

Peace Time Role

- Promote a sense of security among the people living in the border areas.
- Prevent trans-border crimes, unauthorized entry into or exit from the territory of India, and
- Prevent smuggling and any other illegal activities.

War Time Role

- Holding ground in assigned sectors.
- Aggressive action against Para Military or Irregular forces of the enemy.
- Maintenance of law and order in enemy territory administered under the Army's control.
- Guarding of POW camps.
- Acting as guides to the Army in border areas.
- Provision of escorts.
- Anti-infiltration duties in specified areas.
- Performing special tasks in connection with intelligence including raids.

Achievements

Over the years, the Border Security Force has witnessed diversification of peace-time role from its distinctive functions of border security and surveillance to Internal Security duties on account of internal disorder and violent social discontent in the country. Now, internal security duty for BSF is no more a marginal commitment but has become an essential compulsion. The additional responsibilities entrusted to BSF include counter insurgency law & order duties, anti-naxal operations.

The recruitment, training and weapon holding of the BSF are designed to enable it to play these roles in an effective fashion. The force which started with a modest holding of 25 Bns was expanded in a gradual manner, as under:-

S/No.	Year	Number of Battalions	S/No.	Year	Number of Battalions
01	1965	25	13	1987	98
02	1966	27	14	1988	115
03	1967	60	15	1989	128
04	1968	65	16	1990	145
05	1969	72	17	1991	147
06	1971	74	18	1995	156
07	1972	75	19	1997	157
08	1973	77	20	2009-10	159
09	1980	79	21	2010-11	166
10	1983	82	22	2011-12	173
11	1984	85	23	2012-13	175
12	1986	90	24		

2. **Three Bns of BSF were embodied into NDRF** Bns. 128 Bn BSF, Ex-Guwahati (Now 1st Bn NDRF) is operationalized to respond to Natural Disasters while 106 NDRF Bn BSF, Ex-Barasat (2nd Bn NDRF) is operationalized to respond to NBC/Natural Disasters. 147 NDRF Bn BSF, EX-Patna (3rd Bn NDRF) is operationalized to respond to Natural Disaster. MHA has designated BSF Academy Tekanpur as one of the National level Nodal Training Institution for Disaster Response. BIDR (BSF Institute of Disaster Response) prepares members of the Force in various rescue and relief techniques.

3. 28 th All India Police Equestrian Championship & Mounted Police Duty Meet was held at BSF Academy, Tekanpur from 16th to 23rd Dec 2009 and BSF Equestrian Team won the overall championship. BSF has won the overall championship at trot for third time i.e 2007 Manipur, 2008 Madhuban & 2009 Haryana. This feat was achieved after 24 years. Shri Tejpal Daber, DC was adjudged the best rider of the 28th AIPEC. He is best rider for the second time in continuation. BSF horse Saloni was declared best horse of championship ridden by Sh. Tejpal Daber, DC. BSF also won the mounted Police duty meet Trophy at Tekanpur.

4. 48th All India Police India Championship held at Chumukedima (Dimapur) from 8 to 20 Nov 1999 and BSF team won the Championship by defeating Punjab Police.

5. **Water Sports:**

➤ Rafting Festival (Open National) held at Kullu (HP) from 22-24 June, 2000 and BSF won 1 Gold, 2 Silver and 3 Bronze medals.

- 11th National Kayaking and Canoeing Championship held at Nainital (UP) from 24-27 May, 2000 and BSF won 3 Silver and 3 Bronze medals.
 - 7th Ganga White Water Challenge held at Shivpuri (Rishikesh) from 5 to 7 Apr, 2000 and BSF won overall Championship by winning 3 Gold Medals.
 - Invitational Open National Kayaking & Canoeing Championship held at Pong Dam (HP) from 18-19 Feb, 2000 and BSF won 4 Gold and 1 Bronze Medals.
 - International Marathon Kayaking and Canoeing-2000 held at Allahabad from 6 to 8 Feb 2000 and BSF won 2 Gold and 1 Silver medal.
 - 10th National Kayaking and Canoeing Championship held at Bhopal from 13 to 16 Jan, 2000. BSF team won 1 Gold, 10 Silver and 8 Bronze medals.
 - Teesta Tea Tourism Festival held at Sikkim from 2-3 Dec, 99. BSF Water Sports team won the overall Championship.
 - National Inivational Rafting competition held at Kullu (HP) from 13 to 14 Oct, 99 and BSF secured overall IInd position with 5 Golds, 5 Silver each in Raft sprint and Raft Sallalon respectively.
 - BSF Water Sports team represented in the National games 1999 held at Imphal from 14 to 25 Feb, 99 and won 4 Gold, 3 Silver and 7 Bronze Medals.
 - 6th Four Square White Water Challenge held at Shivpuri from 23 to 25 Apr, 99. BSF won the overall championship.
 - Regional Caneoing meet held at Nainital from 5 to 7 Jan, 99 and won 1 Gold, 2 Silver and 3 Bronze.
6. 1975 was an important year in the sporting history of BSF when Ajit Pal Singh of BSF captained the Indian Hockey Team to clinch the World Championship. The excellent sporting tradition has continued through the successive decades with BSF bagging Jawahar Lal Nehru Hockey Championship and Agha Khan Hockey Cup.
 7. BSF athletes have represented the country at Olympics, Asiad, SAF and Commonwealth games besides several world championships. Our athletes have done the Force and the country proud by winning medals at the Asian, SAF and Common wealth games. BSF athletes have won dozens of medals in World Police & Fire Games.
 8. Seventeen BSF athletes have been awarded Arjuna Awards and two mountaineers, the National adventure Award.

BSF personnel are regularly deployed in United Nations peace keeping missions. They are also in great demand for being deployed to other organizations.

United Nations Peace Keeping Mission

- UN Mission in Namibia during 1989
- UN Mission in Cambodia during 1992
- UN Mission in Mozambique during 1994
- UN Mission in Angola during 1995
- UN Mission in Bosnia & Herzegovina during 1996, 1997, 1998, 1999
- UN Mission in Haiti during 1997

The glorious contributions of BSF to the National Defence efforts have been duly recognized by the following DECORATIONS:-

○ Padma Bhushan	:	2
○ Param Vishist Sewa Medal	:	1
○ Maha Vir Chakra	:	1
○ Padma Shree	:	6
○ Ati Vishist Sewa Medal	:	1
○ Vir Chakra	:	11
○ Kirti Chakra	:	4
○ Shaurya Chakra	:	12
○ PPMG	:	230
○ Sena Medal	:	56
○ Vishist Sewa Medal	:	11
○ PMG	:	845
○ PPMDS	:	241
○ PPMS	:	2319
○ PM's Medal for Life Saving	:	43
○ Jeevan Raksha Padak	:	04
○ Parakram Padak	:	456
○ Police (Antrik Suraksha Seva Padak)	:	119448
○ Mention in Dispatches	:	44

Guarding Myanmar (Burma) Border:

- i. The Cabinet Committee on Security (CCS) is considering a proposal to entrust the border guarding duty along the Indo-Myanmar border to the Border Security Force (BSF). Presently, the 1,640 km Indo-Myanmar border is being guarded by Assam Rifles.
- ii. The proposed move to guard the Indo-Myanmar follows a proposal from the BSF to take over the role by raising 45 new battalions, one headquarters of Additional Director General, four frontier headquarters to be headed by an IG rank official, 12 sector headquarters to be headed by DIG level officials.

ORBAT:-**Western Theatre HQ, Chandigarh**

- Gujarat Frontier
- Rajasthan Frontier
- Punjab Frontier
- Jammu Frontier
- Srinagar Frontier

Eastern Theatre HQ, Kolkata

- South Bengal Frontier
- Malda Frontier
- North Bengal Frontier
- Meghalaya Frontier
- Tripura Frontier
- Chachar & Mizoram Frontier
- Guwahati Frontier

Proposed ORBAT for Myanmar Border**Northeast Theatre HQ, Imphal**

- ❖ Mizoram Frontier
- ❖ Manipur Frontier
- ❖ Nagaland Frontier
- ❖ Arunachal frontier

(Source: As per inputs received from SSB)

4. Central Reserve Police Force

Service and Loyalty

Mission Statement

The Central Reserve Police Force is an armed Force of the Union of India, with the basic role of striking reserve to assist the State/Union Territories in Police operations to maintain law and order and contain insurgency. Its role is that of a catalyst in maintaining law & order, and return to barracks once this objective is achieved. The force is also being used for other police duties in various States.

2. It is All India in character, both in deployment and in its composition. Due to its unique capability to quickly adapt to various situational requirements, and also, to work in perfect harmony with the State Police, CRPF has, over the years, acquired the distinction of being perhaps the most acceptable Force, by the people and the State administrations.

Objectives

The objectives of CRPF are neither isolated nor exclusive. CRPF has a complimentary role, derived from the constitutional and statutory provisions as clarified and build up by the judicial dicta, parliamentary debates and various statements of policy. The objectives are:

01. Lend specialist services to the states in maintenance of internal security, arising from factors within or outside the national boundaries.
02. **Support the Civil authority.**
03. Protect life and property of citizens.
04. **Aid and assist the civil authority in management of natural disasters and calamities.**
05. Document and share expertise, derived from the wide range of rich experience with other forces and the states in the management of internal security. (Source: Communication and Management by Niraj Kumar, Google books)

Functions

Role of CRPF:

- 1 Maintenance of law and order
- 2 Counter Militancy/Insurgency and counter terrorist operations
- 3 Dealing with Left Wing Extremism
- 4 Crowd control
- 5 Riot control
- 6 Overall co-ordination of large scale security arrangement during elections, visits and public meetings of VVIPs and other occasions necessitating major mobilization of law enforcement agencies/**Forces**.
- 7 Protection of VIPs and Vital installations.
- 8 Participating in UN Peace Keeping Mission.
- 9 Rescue and Relief operations at the time of Natural Calamities.
- 10 Guarding of vulnerable places.
- 11 Environmental protection.
- 12 Civic Action programme.

Role of Mahila Battalion:

CRPF is the only Para Military Force in the Country which has Mahila (ladies) Battalions. After it's training in March 1987, 88(M) Bn won laurels for its work assisting the Meerut riots and later with the IPKF in Srilanka. Personnel of second Mahila Battalion (135 Bn) performed creditably during the Lok Sabha elections 1996 in many states. At present mahila force personnel are deployed in active duty in Jammu & Kashmir, Ayodhya, Manipur, Assam and other parts of the country where they are doing commendable job. In addition each RAF battalion has a Mahila (Ladies) component consisting of 96 personnel.

With increasing participation of women in politics, agitation and crime, policemen have been feeling handicapped in handling women agitations especially because even a small, real or alleged misdemmenour on their part in dealing with any matter related to women has the potential of turning into a serious law & order problem. To cope with such eventualities the first Mahila Bn in CRPF, the 88 (M) Bn was created in 1986 with HQR in Delhi. The successful experiment of the 88 (Mahila) Bn and the ever increasing requirement of a Mahila component in dealing with emerging law and order situation necessitated the raising of the second Mahila Bn the 135(M) Bn with HQR at Gandhinagar (Guj) in 1995.

RAPID ACTION FORCE

The increasing communal tensions and riots during the early nineties had been putting a serious strain on the secular structure of Indian Society. Consequently the Government took a well considered decision to set up a special anti-riot force which could reach the place of occurrence with the quickest possible speed and deal with communal, riot or riot-like situation in an absolutely objective and non-partisan manner.

The RAF was raised by converting 10 existing CRPF Bns. Young CRPF personnel with quick reflexes, maturity and un-biased views were selected and posted to these Bns. Five Bns became functional during October 1992 while the remaining five became operational in April 1994. The area of responsibility of each RAF Bn is approximately 400 Kms radius from the Bn HQR.

The special features of the RAF are that:

1. Each team is independently operational and mobile ,

2. To rush to a place of communal incidents with 'Zero response time' and deal with such situations with the dexterity and expertise, to be especially acquired by the Force and
3. To render succour to the innocent persons ravaged by riots.

They have a distinctive uniform and have to act in zero response time. Each Coy has a Mahila component and additional Para-medical staff for first aid, rescue and relief. In between spells of duty, RAF undertake intensive familiarisation exercises in communally sensitive areas to familiarise themselves with the area. To make bridges with the public, RAF also undertakes socially useful work such as children education, adult literacy, tree plantation, medical camps, hygiene, education etc. and also adoption of villages for all round focused development.

Parameters for Deployment

For optimum and effective utilisation of Force, certain parameters have been laid down in the orders issued by MHA:-

- To be deployed for **short spells**. Prolonged deployment at any particular place to be avoided under all circumstances.
- To be deployed to deal with other **internal security duties only during certain emergent needs for short durations**- and thereafter return to their base Hqrs.

CoBRA BATTALIONS: The Govt. of India had accorded approval for setting up of **Commando Battalions for Resolute Action (CoBRA)** for **guerilla/jungle warfare type operations for dealing with extremists and insurgents**, etc. vide U.O. NO. 16011/5/200-PF.IV dated 12/09/2008.

2. The Govt. had accorded sanction of raising of 10 unattached battalions of CoBRA in CRPF, with a Sector Headquarter for these battalions headed by an Inspector General, in three years as per the raising schedule given below :-

(i)	2008-09	:	02 (two) Battalions and Sector Hqrs, CoBRA
(ii)	2009-10	:	04 (four) Battalions.
(iii)	2010-11	:	04 (four) Battalions.

3. Accordingly, the CoBRA Sector started its functioning at Dte. Genl., CRPF, CGO Complex, Lodhi Road, New Delhi under the Command of Shri K. Durga Prasad, IG, CoBRA Sector. Later, in March, 2009, the Sector HQ shifted to Pushp Vihar, New Delhi in a separate building and further on 11/11/2009 it has been shifted to Old

Secretariat, Civil Lines, Delhi.CoBRA Sector is continuous winner of Best CRPF Anniversary Parade 2009, 2010 and 2011

CoBRA SECTOR IS PRIVILEGED TO HAVE 147 DG DISCS

- 134 Persl - DG Disc for Operational excellence
- 11 Persl - DG Discs in Administration Purpose
- 04 Persl - DG Discs in Training Purpose

CoBRA sector is proud to have 09 Gallantry Medal winners including a SHAURYA CHAKRA.

In the year 2010 & 2011 CoBRA has received highest number of DG Discs on operational front.

Shaurya Chakra Awardee Late CT/GD Asish Kr. Tiwari : CoBRA commando Ashish Kumar Tiwari is the lone policeman to be decorated with the SHAURYA CHAKRA posthumously this Independence Day and 2nd in CRPF for single-handedly pinning down a squad of Maoists which resulted in the killing of top Naxal leader Sidhu Soren in West Bengal last year. Shri. Tiwari, a commando of the elite 202 (CoBRA), suffered multiple bullet injuries during the assault but did not let the holed-up Maoists flee and kept firing from his INSAS rifle till he breathed his last. The operation on July 26 last year in the forests of Kayma village of West Midnapore district was hailed as one of the major successes for security forces conducting anti-Naxal operations in the area.

(Source: As per inputs received from CRPF)

5 Central Industrial Security Force



Protection & Security

Mission Statement

“The mission of the Central Industrial Security Force is to contribute towards enhancement of the security environment in the country and **protection of our national assets** through quality security services.

To achieve these goals, we shall consistently, upgrade our skills, develop professionalism and maintain highest levels of integrity, dedication and trust.

We shall further strive to serve the country, selflessly, upholding our motto “**Protection and Security**”.

OBJECTIVES

- 1) To provide better protection & security to critical infrastructure of country's economy, which include both Public and Private Sectors.
- 2) To play a major role in National Security.
- 3) To contribute services in UN peace keeping Mission.

FUNCTIONS

- 1) Security of PSU installations.
- 2) Security of private sector establishments.
- 3) Fire security.
- 4) Disaster Management.
- 5) VIP Security.
- 6) Internal Security.
- 7) Consultancy

- 8) Govt. Building Security
- 9) Airport Security
- 10)Heritage Security
- 11)Seaport Security
- 12)Security of Space and Atomic Energy Installations.
- 13)Metro Rail Security
- 14) Foreign Mission.**

Achievements:

CISF was presented colours by the then Hon'ble Prime Minister Shri.P.V.Narasimha Rao on 10th March 1994. So far, until 2013 this force has received Ashok Chakra-1, President's police medal for gallantry-15, police medal for gallantry-53, Prime Minister's medal for life saving-17, President's fire service medal for gallantry-16, and the sports personnel belonging to this force have laurels in national and international events. The force sent it's first FPU contingent to **Haiti** in 2008. The Force was the founder for establishing disaster Management battalions.

Thus, these forces are engaged in a constant battle against invisible enemy when engaged in sub-conventional warfare much in the similar manner as the Indian Army, causing stress leading to attrition in these forces, which is the problem under study in this research project, making it imperative to study the peculiarities associated with sub-conventional warfare. This is discussed in some detail especially in the next chapter, to enable one to appreciate the risks and dangers involved in this constant uncertain battle with the enemy that is not visible directly.

***Implications:** Following the directions contained in the Kargil Review Committee Report a detailed study was conducted on the Internal security issues and GROUP OF MINISTERS REPORT ON NATIONAL SECURITY 2001 , outlined the recommendations in this regard as follows:*

“ 4.57 In order to optimise utilisation of Border Guarding Forces, it is desirable to employ them on the principle of 'one border – one force', as spelt out in Chapter V. It is also imperative, in this context that Border Guarding Forces, which have been deployed for counter-insurgency and other allied duties, should revert to their role of border management and the counter-insurgency role be progressively taken over by the CRPF.”

4.58 Similarly, each CPMF should revert to its originally mandated role. With the raising of [...] additional battalions, of CPMFs, Rashtriya Rifles (RR) and India Reserve (IR),*

the Central Forces, presently diverted from their primary roles, may be reverted in a phased manner over the next five years. Once these additional battalions are in place, the CPMFs, other than the CRPF, may have to be mobilised only for short durations, in cases of extreme exigencies, natural calamities, elections etc.

4.59 The experiment of adding one company (Coy) to each battalion of the CPMFs may be tried out. The efficacy of this arrangement would be reviewed by the MHA after one year of restructuring.

4.60 The SOP issued by the MHA, on the deployment of CPMFs in aid of State Governments, should be suitably modified to dispel the impression that when a situation has arisen where the use of Armed Forces of the union is called for, it is no more the primary responsibility of the State Government to maintain public order.

4.61 The State police should be fully involved in the IS operations. The tendency of police in certain States, to avoid getting involved with IS/CI operations, needs to be curbed. The MHA would need to work out a concrete plan of action to check this trend in consultation with the State Governments.

4.62 Whenever CPMFs are deployed in a State for an extended period, with or without the Army being also involved, an Apex Body under the Chairmanship of the Chief Minister (CM) should be set up to overview the functioning of the security forces. The CM should chair every meeting of the Apex Body and only in exceptional * Government Security Deletion 51 Report of the Group of Ministers on National Security circumstances should it be chaired by his senior most cabinet minister. This body should include Home Minister, Finance Minister, and ministers in charge of various development departments, Chief Secretary, Home Secretary, Director General of Police, the senior most Army and CPMF officers and others. States may be consulted on this issue.

4.63 In operations against insurgency, militancy and terrorism, arrangements for coordination of operational planning, deployment etc., should be evolved by the senior most officers representing the Central Armed Forces, in close consultation with the State Police Chief and officers of other concerned agencies. Nevertheless, even while Armed Forces are deployed to deal with civil agitations and public disorders, the control should remain with the civil authorities/magistracy. Standing instructions may be issued in this regard.

4.64 Whenever the functioning of two or more Armed Forces is involved, there should be no ambiguity whatsoever, in the chain of operational command. Thus, where the Army is involved, the senior most Army officer should have the clear responsibility and

authority, for all operational planning and execution. Clear instructions may be issued in this regard.

4.65 The State Governments would have to take action to involve the district administration and make it fully responsible for the implementation of policy decisions taken by the State-level apex body.

4.66 The Central Reserve Police Force (CRPF) should continue to function as “striking reserve”, for providing assistance to the States, on terms and conditions notified by the MHA. Guidelines for the deployment of CPMFs have already been issued in the form of an SOP, which prescribes that CPMFs should be utilised only for operational duties and not for routine police duties or VIP security/static guard duties. The MHA may take necessary action to enforce the SOP on the deployment of CPMFs. The tendency on the part of State Governments, to circumvent the prescriptions of the SOP, will have to be curbed through constant vigil or even by withdrawal of forces, in the event of continuing violations.

4.67 A well-considered plan, will have to be drawn up by the MHA, to adequately enlarge, upgrade, equip and train the CRPF for discharging its future responsibilities. Keeping in view the present internal security scenario, the whole of the CRPF is being trained for counter insurgency duties. Separate Rapid Action Force (RAF) battalions, exist to deal with emergent law and order situations. 4.68 Nine training centers of the CPMFs have been identified for development as “Centers of Excellence” in specified fields. Training of trainers, for the CRPF, could also be done at the Army Counter Insurgency and Jungle Warfare School at Varangte (Mizoram). 52 Report of the Group of Ministers on National Security

4.69 The training, equipment and weapons of CRPF should be upgraded and its restructuring should be based on clear decisions regarding the future role and responsibilities to be discharged by the force. The Intelligence set-up, in the CRPF, should be strengthened further.

4.8 The Central Para-Military Forces (CPMFs), while playing a commendable role, have often been diverted for prolonged deployment on a variety of duties other than those for which they were raised. This has adversely affected their training and recuperation schedules. It is strongly felt that each Para-Military force should revert to its original role, for which it was raised, equipped and trained. These forces should also be suitably modernised and trained to cope with the tasks expected of them in the prevailing internal security scenario. ”

Further the recommendations made with regard to the issue of Internal Security by GoM (Report of the Group of Ministers on National Security) is

reproduced below for better appreciation of the importance of CAPFs in this context:

“ INTERNAL SECURITY

Introduction

4.1 The management of internal security is extremely complex as the internal security scenario is influenced by many factors including its historical legacy, geography, population size, quality of governance, sense of national unity and pride, economic development, poverty, socio-economic disparities and socio-cultural as well as ethno-religious traditions. Regional and global developments also affect our security interest. The Group of Ministers (GoM) deliberated at length on the challenges faced and on the efficacy of the measures required in order to arrive at an effective strategy for internal security management.

4.2 The responsibility of the Union of India and the State Governments for the management of internal security has to be viewed in the context of the Constitutional provisions, which empower the Centre and the States respectively to deal with the problems pertaining thereto. The responsibility of the Central Government for management of internal security problems has increased manifold. On the other hand, the amendments to the Constitution over time, have circumscribed the powers of the Union Government to intervene in matters pertaining to internal security. This has impacted adversely on the internal security scenario of the country. In this context, there is a need to examine the impact of certain amendments made to the Constitution and to identify and reverse those of them, which have eroded the Union Government's authority to deal effectively with any threat to the nation's security.

4.3 The paramount importance of maintaining the civil face of Government, even while the Armed Forces of the Union are deployed in aid of civil authority, cannot be over-emphasised; though it is equally necessary that clear cut procedures and unambiguous legal backing are provided to the Armed Forces, to enable them to operate more effectively when called upon to assist civil authorities.

4.4 The Constitution of India provides the basis for the rule of law in the country. The supremacy of the Constitution therefore has to be upheld by all the three wings of the Government i.e. the legislature, the executive and the judiciary. Laws, which are archaic [.....],* have to be identified and rewritten or deleted from the statute book, as the case may be.

4.5 Present day trends reflect new threats to internal security emerging out of religious fundamentalism, illicit narcotics trade, smuggling of weapons and explosives, infiltration from across our borders and terrorism sponsored by Pakistan. The role played by the Pak ISI in generating internal disturbances in the country needs to be carefully monitored and countered. There is also need for strengthening our legal * Government Security Deletion and enforcement machinery and for greater co-ordination among the various institutions to tackle the present and emerging threats.

4.6 The fact that criminal and terrorist elements operating within the country, as well as from across our borders, are heavily involved in money laundering and hawala

transactions, as well as a variety of other economic offences, is now commonly acknowledged. This demands not only a strengthening of the laws governing economic offences but also a much closer co-ordination between the agencies dealing with economic offences and issues, and those involved with criminal and terrorist issues. Detailed recommendations have been made in this matter in Chapter III.

4.7 The State police is the most visible symbol of administrative authority and its failure to effectively maintain law and order has not only eroded the credibility of the Government but has also emboldened criminal elements to persist with their unlawful activities with impunity. Hence, there is a need to restore the fitness, capacity and morale of the State police forces, through a transparent recruitment and promotion process, a well thought-out training regimen and improved living and working conditions. The police forces have also to be adequately sensitised to the demands of their profession and the expectations of the people. Thus, an exercise to modernise the police apparatus and simultaneously improve its image has to be undertaken on a priority basis.

4.8 The Central Para-Military Forces (CPMFs), while playing a commendable role, have often been diverted for prolonged deployment on a variety of duties other than those for which they were raised. This has adversely affected their training and recuperation schedules. It is strongly felt that each Para-Military force should revert to its original role, for which it was raised, equipped and trained. These forces should also be suitably modernised and trained to cope with the tasks expected of them in the prevailing internal security scenario.

4.9 The slow pace of criminal justice is a matter of serious concern. The law enforcement machinery must be effectively backed by an efficient criminal justice system. Improvements in the investigation and prosecution functions have therefore to be suitably addressed by different wings of the Government. In this context, the provisions of various laws need to be examined and suitably modified wherever necessary. A comprehensive economic offence code would be necessary to deal with hitherto unknown varieties of organised crime including cyber crimes.

4.10 The Ministry of Home Affairs (MHA) has the nodal responsibility for maintenance of internal security in the country and has to ultimately deal with the consequences of any dereliction of responsibility at the local level and must therefore play a more proactive role vis-à-vis the State Governments. The MHA would also have to catalyse the process of modernising and upgrading the CPMFs and the State police forces. Appropriate restructuring of the MHA is called for in order to better equip it to deal more effectively with the problems of internal security.

4.11 In the context of the challenges and requirements of the times, as also the existing shortcomings briefly touched upon above, the GoM has outlined in the succeeding paragraphs a series of recommendations designed to tone up the mechanisms for the management of the country's internal security. In formulating these, the GoM was ably assisted by a multi-disciplinary Task Force of experts headed by former Home Secretary Shri NN Vohra."

*It is pertinent to mention the constitutional provisions governing the deployment of these forces in states when law and order situations arise necessitating the same, as viewed by the **GoM and further suggestions regarding the amendments required in the present provisions for better engagement of these forces in the interest of National Security is given below: .***

Constitutional Provisions

4.12 The Union Government's ability to deal with situations caused by grave threats to internal security has eroded over the years and needs to be strengthened. This capability should flow from the Constitution.

4.13 One way to do this is to strengthen the emergency provisions under Article 352 and 359. The other way is to exploit the vast untapped constitutional potential between the power to issue directives under articles 256 and 257 on the one hand and the power to proclaim Emergency under Article 352, on the other. The source of this potential lies in Article 355 which casts upon the Union the responsibility to protect every State against internal disturbances and to ensure that the Government of every State is carried on, in accordance with the provisions of the Constitution.

4.14 It would be both appropriate and timely, if the provisions contained in Article 355, are made use of proactively. To do so, supporting legislation will have to be enacted to, inter-alia, cover the following:-

- (a) Suo moto deployment of Central Forces, if the situation prevailing in the States so demands; the legislation will spell out situations in which such deployment may take place, as also its consequences.
- (b) Defining powers, jurisdiction, privileges and liabilities of the members of Central Forces, while deployed in States, in accordance with Entry 2-A of the Union List.
- (c) Specifying situations construed as failure/break-down of constitutional machinery in a State, in which the Central Government can intervene to advise or direct, as the case may be, a State Government and violation of these advisories/directions would invite action under Article 365/352.

4.15 Accordingly, the following action may be taken, with regard to the proposed legislation under Article 355:-

- (a) The matter be taken to the Inter State Council (ISC) and a small group of members of the council be constituted to examine the issue in all its dimensions.
- (b) The matter be discussed with the leadership of all political parties to generate consensus.

4.16 Simultaneously, a comprehensive reference may be made to the Law Commission, on the question of strengthening articles 352 and 359, without compromising the spirit of democracy and federalism which guides the Constitution.

Thus going by the recommendations of the GoM , a lot remains to be implemented and focus on this area will help in better positioning of these forces in the National Security scenario.

Note- The perusal of mandate for border guarding forces prima facie does not envisage their deployment in the hinterland for IS duties. The researcher may like to add a para to identify the enabling authority for such deployment. This is specially relevant after the implementation of Kargil committee's recommendations redining the role and consequent area of deployment. This will educate the readers beneficially.

CHAPTER -4

CENTRAL ARMED POLICE FORCES IN SUB-CONVENTIONAL WARFARE

“National Security implies the ability of a nation to use its national power for preservation, protection that means integrity and furtherance of its core values, national aims and objectives.”

National security is invariably connected to the threat perception, which is a dynamic concept, which needs to keep pace with the ever changing external & internal dimensions. While some of the threats are intrinsic to the formation of Indian nation, given the circumstances under which the nation was born, more threats are extrinsic as the causative factors were from outside Indian Territory such as Indo- Chinese war of 1962, Indo-pak war of 1965, and 1971. Following this problem of infiltration, insurgency, illegal immigration, ethnic violence, mass uprisings, class conflicts, and ideological conflicts continue to affect the Indian security scenario.

The various kinds of dangers are:

That which is of external origin & internal abetment

That which is of internal origin & external abetment

That which is of external origin & external abetment

That which is of internal origin & internal abetment

*Of these four kinds of dangers, **internal danger** should be got rid of first, for it is the internal troubles, like the fear from a lurking snake, that are more serious than external trouble –*

Kautilya, 321-296 B.C.

Incidents of 9/11,26/11, Naxal menace, terrorism, militancy, insurgency, have proved beyond all doubt that internal and external security are very strongly inter connected and enmeshed, that internal security threats cannot be ignored or pushed to a lower level from the national security viewpoint. Internal threats to national security have assumed centre-stage in the debates on Indian security. They have a Pan-Indian presence and no longer confined to India’s north and north-eastern frontiers. Therefore, tackling these threats is a common concern for the centre and the states.⁽¹⁾ For the past six and half decades, India has been a victim of ‘**Proxy war**’, ‘**insurgency**’ and ‘**terrorism**’ unlike other countries which have began to grapple with the reality of

terrorism only post 9/11. There are formidable challenges that the country faces today⁽²⁾ making it imperative for the security forces to be engaged in sub conventional warfare. Though the basic mandate of these forces envisages dealing with security situations that are more direct, the increasing internal security implications to our Nation's security have resulted in engagement of these forces in sub – conventional warfare for prolonged periods of time leading to stress , the end product of which became **"Attrition (Wearing out) resulting in Attrition (loss of force personnel without replacement)"** in these forces.

Sub conventional warfare:

"Arrows may not kill a soldier, but a successful intrigue can kill even those in the womb" - Kautilya, Arthashastra

Sub-conventional warfare is a generic term encompassing all armed conflicts that are a level above peaceful-co-existence and below the threshold of war. It includes militancy, insurgency, proxy war and terrorism employed in an insurrectionist movement or undertaken independently. Border skirmishes also fall within this category. Today, nations are being challenged by new threats in the guise of Low intensity conflicts (LIC) which have the internal and insidious capacity to disrupt national/regional stability. The full scale, devastating impact of these conflicts may not be felt for decades, but they will serve to set the stage for future violent struggles.⁽³⁾ And it is time to take note of the significant role being played by the Central Armed Police Forces. (CAPFs)

CAPFs:

The combined strength of Para-Military forces (PMF) and Central Armed Police Forces (CAPFs who were being referred to as the Central Para-Military Forces prior to change in nomenclature in March 2011) almost equals that of India's Armed Forces today.⁽⁴⁾ This change in nomenclature from CPMF to CAPF is supposed to have been based on the **recommendation made by Lt. Gen Vijay Oberoi**, PVSM, AVSM, and VSM.⁽⁵⁾ Irrespective of the change in nomenclature, CAPFs continue to take part in Low-intensity conflict (LIC) operations, as they have been contributing from the time of their inception towards national security. They are VIZ Assam Rifles (AR), Border Security Force (BSF), Central Industrial Security Force (CISF), Central Reserve Police Force (CRPF), Indo-Tibetan Border Police (ITBP), National Security Guards (NSG), and Sashastra Seema Bal (SSB) coming under Police-II Division of the Ministry of Home Affairs (MHA) . Though Railway protection Force (RPF) is an Armed Force of the Union, this also comes under the Ministry of Railways. The primary criteria for a force to

be qualified as 'Paramilitary' is that it should be led and officered by the Armed Forces. The BSF was raised as a Para-Military Force but today it is a CAPF. The Assam Rifles continues to be commanded by Armed Forces. ITBP was raised as Guerilla-cum-intelligence-cum-fighting force under cabinet secretariat as a para-military Force. Sashastra Seema Bal which was initially raised as the Special Services Bureau under the Cabinet Secretariat, as a measure to strengthen the defence preparedness of the nation in 1963, was subsequently placed under the control of MHA on 15 January 2001.⁽⁶⁾ Given the basic purpose for creation of these forces, and their preamble, mission statement, organizational culture, training, evolution over period of time (that we have seen to some extent in previous chapters) with changing security scenario of our country, these CAPFs are being increasingly deployed in sub conventional operations such as Counter Terrorism (CT)/Counter Insurgency (CI)/VA/VP/VIP protection /Low Intensity Conflict (LIC)/Anti-Naxal(AN) operations.

- 1) AR,CRPF,RPF,ITBP, BSF,CISF,NSG all guard VA/VPs & VIPs
- 2) All except RPF & GRP have been engaged in CI/CT ops.
- 3) AR, CRPF, ITBP are deployed for rear area security.
- 4) BSF,ITBP,SSB are deployed for border security
- 5) Nearly 170 Battalions of CRPF, primarily designated as the CI Force of the country are deployed in CI areas, though not all of them are engaged in direct CI roles
- 6) Battalions of CRPF, BSF, ITBP & SSB are engaged in Anti-Naxal operations and CISF is guarding the Public Sector Undertakings that are backbone to our national economy, in Naxal infested & LIC areas
- 7) NSG is a competent machine and its battalions are suitably poised to rapidly respond to any internal security contingency. Expansion of the Force and establishment of NSG hubs & regional centers at crucial locations has enhanced its response capabilities.

Peculiarities of Sub-Conventional Operations:

1. A general sense of insecurity among the public exists in the insurgency/ militancy affected areas. The local population feels inimical towards local administration & harbors hostility towards CAPFs.
2. In these areas generally people are defiant towards the authority and an overpowering cult of the gun prevails. Whereas, the modus operandi of terrorists & militants is to intimidate the population, that of naxalites is to defy the authority.

3. The most important factor in these operations is that the forces have to fight battle with invisible enemy, in an unfamiliar terrain, with little or negligible, untimely intelligence inputs.
4. Due to inability of the regular administration to carry on its activities of development of the local area, those areas are lacking basic infrastructure i.e. roads, electricity, hospitals, schools etc.
5. It is difficult to differentiate between population which is hostile to the forces & which is not. As a result, the forces deployed here will have to perform their duties in strict social isolation.
6. Print and electronic media play a vital role in LIC and CI operations. The very fact that a few million pairs of eyes all over the country and many more abroad are privy to each & every section of the security forces, whether under duress or otherwise, can be unsettling.⁽⁷⁾
7. Fear of human rights organizations, putting the charges of HR Violations, for a genuine action taken by forces as a part of these operations also needs to be reckoned.

Changing political interests where one political disposition takes stand exactly opposite to the one taken by its earlier counterpart also plays havoc with the psychological aspects of the force and its decision making. Lack of timely & quality intelligence inputs by the local intelligence units in the absence of reliable, timely, operable intelligence and lack of co-operation of local population, results in security force personnel end up fighting the elusive enemy.

Sub-conventional warfare & stress:

Continuous deployment of these CAPFs in SCW operations is causing stress resulting in increasing no. of deaths due to suicides, incidents of fratricides/fragging, sickness and accidents. In 2011, 33 BSF and 36 CRPF personnel killed themselves, taking the number of suicides since 2007 to 152 and 184 respectively. Same year, there were 2 cases of fratricide in BSF and 10 cases in the CRPF.⁽⁸⁾ These figures are exceeding that of our armed forces. CAPFs are in need of intervention at highest levels of governance, to improve the situation.

A lot of research has been carried out to establish the link between deployment of Army troops in SCW operations and stress, by the Institute of Defence studies & Analysis (IDSA). With improved psychiatric help & better manpower coordination the suicide rate was brought down to 89 in 2009.⁽⁹⁾ **Constant involvement of security force personnel in low intensity conflict & counter insurgency/ counter terrorism operations, high altitude area environment and separation from their families creates high stressors leading to burn out.**⁽¹⁰⁾ ITBP personnel spend 2/3rd of their tenure in very high altitude area exposed to high velocity storm,

snow blizzards, avalanches & landslides besides extreme cold where temperature drops down to minus 40 degree Celsius. BSF & SSB personnel spend most of their tenure in Border outposts. SSB has only 6% family accommodation whereas the norm is 25 %. CRPF personnel are continuously on the move shifting from one theatre to the next problem area without relapse.

"There are no great men, there are only ordinary men forced by circumstances to face great challenges" –Admiral Halsey's statement explains the situation

The possible Remedy:

To overcome the problems in SCW arena the forces need to strengthen themselves by taking recourse to the following measures:-

- Infrastructure & support systems for the forces need review each time, since the terrain in which such operations take place are remote & hard areas.
- A very high level of co-operation & co-ordination of local administration, local police, and intelligence agencies is required, as the forces are not familiar with the area.
- Adequate training, arms & ammunition, equipment, communication, transport, medical facilities, standardization of evac systems & procedures are a must.
- SOPs for emergency situations/various contingences, plans for movement of response teams, reinforcements, recce on alternate routes is necessary.
- A strategy that is well structured, planned, documented and well rehearsed wherein each operative understands his role and responds at the nick of the moment coupled with operational matrix consisting of various role players is crucial.
- Human Rights organizations should have a balanced approach towards these operations.

It is easier said than done. The apprehension about the due recognition to the sacrifices made in the line of duty by these forces towards national security over last 445 of years , this being the combined age of these forces since their origin (AR - 1835,CRPF -1939,SSB-1963, BSF- 1965,ITBP-1962,CISF- 1969 & NSG-1984), is eased by the fact that Govt. on India is planning to raise more battalions of CAPFs in the coming years, clearly indicating that these CAPFs are essential to the internal security of our nation.

Conclusion:

The central Police Forces have been created by the Govt. of India, to discharge constitutional obligation of the Union to protect every state against external aggression and internal disturbance and to ensure that the Governance of every state is carried on in accordance with the provisions of its constitution.(Article 355) . Need of the hour is

- To establish exclusive research institutions such as Institute of Defence studies & Analysis (IDSA), United Services Institute (USI), Defence Research & Development-Organization (DRDO), Defence Institute of Psychological Research (DIPR), BPR&D Bureau of Police Research & Development, for carrying out studies on CAPF forces , as so far no proper reliable study has been conducted on these CAPFs, since as long as they were being referred to as para-military they were out side the domain of police and only recently they have come under police and BPR&D has mostly conducted focused research on state police subjects only. With increasing no. of cases of suicides, fratricides & fraggings among CAPFs, it is necessary that the causative factors such as stress, service conditions of these organizations are studied by dedicated and focused approach, for the benefit of 8.5 lakh Central Armed Police Forces, who are currently in an undefined zone between the state police and the armed forces of the Union.

-
Step Ahead:

It is in this context that, the present Research Project on CAPFs is most relevant and is the need of the hour for better security of our Nation. The following chapter describes the "Attrition Process".

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RESEARCH IS TO SEE WHAT EVERYBODY

ELSE HAS SEEN, AND TO THINK WHAT

NOBODY ELSE HAS THOUGHT"

- ALBERT SZENT

CHAPTER -5

"Attrition Process"

"Attrition" as already defined as "A gradual reduction in personnel or membership of an organization because of resignation, retirement or death."

Attrition is also defined as "**a gradual reduction in number or strength because of stress or military action**" and also as "A wearing down or away by friction or abrasion".

In this Research Project it is observed that attrition i.e "**wearing down due to friction**" to force personnel due to various contributing factors that are explained at later part of this Project report has resulted in Attrition i.e "A gradual reduction in the strength of work force (which is not immediately replace) because of stress ".

Vide their letter No. F.No. 32/17/2016-RD/cont./BPR&D dt/ 30 June 2016, Bureau of Police Research & Development (Research and CA Division) informed that "BPR&D has not sponsored/ conducted any research project on "Attrition in Central Armed Police Forces". Further, no material on this subject could be found in the number of libraries visited by the researcher, such as library of SVP NPA, BPR&D, IDSA, USI etc. No relevant material could be found on the internet in the Indian Context with specific reference to Indian police / Law enforcement agencies and furthermore specifically with regard to Central Armed Police forces of India. This makes it clearly evident that this is an area of interest, not ventured into so far by any researcher and whereby, it is obvious that research is very much needed into this area.

India is a country of **130 Crore** population and there is no dearth of workers who can be recruited into Central Armed Police Forces. But, at the same time our country of diversity is beset with a number of Internal Security problems that are not only increasing in dimension, but are changing in nature (cybercrimes to crimes on social networking sites, crimes caused due to racial, linguistic, ethnic (insider vs outsider) diversities) making the policing job ever more complex and complicated. Under these circumstances, attrition in the police forces becomes a vital issue to be attended to. While there are studies by RAND center on Quality Policing supported by the U.S.Dept.

of Justice's office of community oriented Policing Services by Jeremy M.Wilson, Erin Dalton, Charles Sheer, Clifford.A.Grammich 2010 (Police Recruitment and Retention for the New Millenium), and The state of Knowledge, Best Practices Guide (on Recruitment, Retention and Turnover in Law Enforcement by Dwayne Orrick, Director of Public safety, Georgia) of International Association of Chiefs of Police and some Police forces of USA, found relevant to the present research study , wherein the same i.e. attrition has been studied in terms of Retention of Police Personnel which is nothing but efforts to prevent or reduce attrition. Attrition rate is also termed as "Churn Rate" in some cases. Thus, Attrition Rate, churn Rate, Employee turnover, Employee moves are various terms used to refer to loss of employees or reduction in work force.

Attrition rate formulae:

It is generally expressed as a **percentage of customers and typically on a monthly or annual basis.**

Attrition rate is defined as the **no. of employees lost by the end of the period, divided by the total no. of employees at the beginning of the period, expressed as percentage.**

Attrition Rate = No. of employees lost / No. of employees at the beginning of the period * 100

Attrition rate is complimentary to **retention rate** which refers to the no. of customers retained during a given period and to employee **acquisition rate**, which refers to the no. of new employees acquired during a given period. The three figures together should equal 100 percent.

(Source : <https://www.ngdata.com/what-is-attrition-rate/>)

[**Note** : The major difference between turnover and attrition is that when turnover occurs, the organization seeks someone to replace the employees, whereas in attrition, employer leaves the vacancy unfilled or eliminates that job role. **Attrition is unhealthy for organizations because the vacancy arising out of attrition is takes much longer time to be filled, as the said vacancy arises all of a sudden and is not counted for as in case of superannuation or expansion of organizations**]

Note- I think vacancy caused by attrition is also eligible for filling up if it is within the authorised strength. May like to clarify please.

Attrition Process:-

The cause of Attrition may be **voluntary** or **involuntary**. As one can see in forthcoming chapter there are various factors that affect an individual's desire to leave a job. While an employee's leaving the job is considered "Attrition" by one organization,

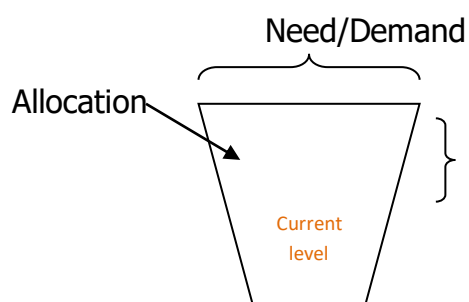
it is looked as talent acquisition by another organization (such as Private players such as GMR, GVK pulling away the professionally experienced and trained CISF employees from Air Ports proficient in handling Airport security, Persons trained in Firefighting skills, leaving the organizations on technical resignation etc). For the individual it may be simply a career move for better pay & perks, stable family life (as otherwise CAPF service is of All India transferable nature), coupled with opportunities for career growth (since at certain levels in CAPFs there is stagnation or very long time between promotion from one rank to the next higher rank), whereas, for organization concerned it could be loss of highly trained, skilled , experienced and mature professional workforce that threatens to reduce the experience levels of police departments across the nation.

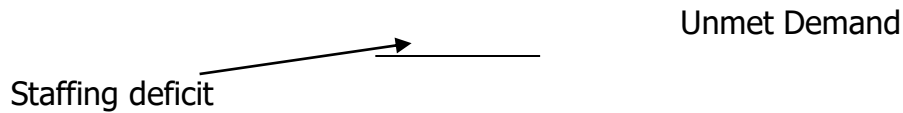
According to global professional services firm **Towers Watson** in his report says (A study on overview of Employee Attrition Rate in India by Rashmi Farkiya, Assistant Professor, Pioneer Institute of Professional studies, Indore) "**Attrition in India is at 14 percent, marginally higher than global and Asia Pacific Countries (11.2 percent and 13.18 percent respectively)**". Whereas, the attrition Rate figures for CAPFs is not available from any other source, except for the data obtained in this Research Project and no "ideal/manageable/ sustainable" Attrition Rate has been arrived at so far, with respect to Central Armed Police Forces in India.

Data obtained in the present research project points towards **approximately 11% Attrition Rate between 2008 to 2012**. The point to be noted here is that **voluntary Retirement** was the highest contributor to attrition at 78.3% followed by **resignation** at 13.4%, **Suicide, Fratricide and Fraggng** at 0.9%, **Sickness** at 4.5%, **Accidents** at 2.1% and **killed in action/ while on duty** at 0.8%. Thus, it is very clear that **highest contributor to attrition is on account of voluntary Retirement by force personnel who have put in over 20 yrs of completed service, as per the existing provisions** . (Please clarify if this type of exit is inbuilt in the Rules?) This goes without saying that these are persons with rich experience of 20 years, in the midlife, with 15 to 20 yrs of working years still left with them.

Attrition Process & the Bucket Metaphor:

The Constantly changing dynamics of security scenarios that need to be handled by our country's security forces, coupled with increasing causes of attrition affecting the retention of newly recruited officers as well as highly experienced, mature, professionals in these services and broadening police responsibilities all shape the questions of supply and demand of police work force. To conceptualize this process "The bucket metaphor "is used (Fig-1)





In this metaphor, the **size of bucket** represents the **absolute need** for police officers. The water level, which rises and falls with recruitment and attrition over time, frequently does not fill the bucket because at any point of time the demand for police forces far exceeds the ability to meet it, due to resource and other limitations. **The** difference between the demand and current level represents **unmet demand** for officers. The authorized or allocated level of officers, representing the number of officers for which an agency is budgeted, is usually between the current level of officers, representing the number of officers for which an agency is budgeted, and demand for them which is determined by various factors such as time taken for various approvals and sanctions in government process of recruitment, attrition, changing generational preferences, constantly increasing demand for expansion of security forces, unfilled vacancies, diversion and misuse of manpower etc.

Common reasons for Attrition:

Some of the most common reasons for which employees leave an organization are:

- i) Salary or compensation which is the primary need.
- ii) Career advancement opportunities.
- iii) Inter personal relationships
- iv) Family reasons (being away from family, ward's education, children's marriage, taking care of aged parents,
- v) High levels of stress and lack of work-life balance affecting employee's personal life.
- vi) Lack of Social Life.

1) Is Attrition healthy or unhealthy?

Even in acceptable attrition levels, when people leaving the organization are highly trained, skilled, experienced top performers that is a strong indication that organization is losing its vital component.

Whereas, attrition on account of departure of low performers can be healthy for the organization and can have a positive impact on the organization.

But, what needs to be seen in each of these organizations is **whether the attrition is healthy or unhealthy.**

2) Increased work pressure: Another aspect to attrition is when skilled workforce leaving the organization is not replaced immediately by equally capable employees, the burden on the remaining workforce increases enormously, as is usually seen CAPFs that are already burdened due to high percentage of vacancies in the sanctioned strength coupled with constant and ever increasing demand for their services, which is at staggering **7.3% in 2015**. (Increased from 6.1% in 2008 to 7.3% in 2015), this may lead to further attrition (wearing out) of employees i.e. burning out due to excess work load and stress.

3) Time lag: The third aspect is replacing lost talent is time taking, as working out vacancies, getting necessary approvals in Government channel, recruiting process, training and to **finally produce a fully productive force person takes between 3-4 years.**

4) Cost-benefit ratio: The Fourth aspect is **cost-benefit analysis**. The expenditure incurred on skill enhancement and training is lost without any benefit to the organization, it is a loss to the organization. And it is mostly seen that the private industry is absorbing these talented and highly professionally trained persons, who are nurtured and developed at the cost to Government exchequer and they are surely benefitting from this as they do not incur any cost in training these persons and they are ready to step into their roles, as they are "**readymade**". Whereby, there is no time lag in any position. Thereby organization acquiring these readily talented human resources runs smoothly and efficiently.

At times, it is also seen that the "**departure fever**" becomes infectious, spreading to other valuable employees of the organization.

The Retention Strategy:

Having seen the flipside of attrition and its impact on organization, "**Retention Strategy**" is the need of the hour in these CAPFs. And this Research Project's main aim is to see as to what are the factors causing such attrition in the 5 CAPFs and to suggest measures to counter the same and to arrive at remedial measures based on the data collected from organizations and individual force personnel through "**Stay interviews**" and "**Exit interviews**".

In the present research project **1324** Nos. of **Stay Interviews** and **50** Nos. of **Exit Interviews** are conducted, with the help of **questionnaires** developed by the Researcher and the data is analysed.

CHAPTER -6

PROCEDURAL DIMENSIONS OF THE STUDY

In this chapter the following aspects are covered:

- 6.1 Problem Statement
- 6.2 Definition of terms
- 6.3 Significance of the study
- 6.4 Research Objectives
- 6.5 Research Methodology
- 6.6 Research Design
- 6.7 Sampling
- 6.8 Data collection and Analysis
- 6.9 Limitations of the study

6.1 Problem Statement

The problem statement is worded as given under:

“ATTRITION IN CENTRAL ARMED POLICE FORCES (CAPFs):

A STUDY OF CONTRIBUTING FACTORS AND RECOMMENDATIONS TO OVERCOME THE SITUATION”.

More specifically this study is aimed to ascertain the status of attrition in the CAPFs under study , and to further analyse the contributing factors in terms of ORGANISATIONAL (INCLUDING OPERATIONAL & FINANCIAL FACTORS), SOCIO-PSYCHOLOGICAL, ECONOMIC & ENVIRONMENTAL FACTORS leading to the said situation of increasing cases of voluntary

retirement (VR), SUICIDES, FRATRICIDES/ FRAGGING IN CENTRAL ARMED POLICE FORCES and to arrive at RECOMMENDATIONS TO OVERCOME THE SITUATION”. The study also gathered data on accidental deaths and deaths due to sickness, as according to the various studies conducted on our defence forces link between accidental deaths, deaths on account of ailments such as heart attack, stroke, diabetes and stress is clearly established. Further , it is categorically stated in these studies that situations under which these forces work, service conditions, harsh terrain and the peculiarities of sub-conventional warfare cause stress . Thus, it is already amply established that given the nature of challenging tasks being performed by these forces in ensuring National Security and Internal Security , they are suffering on account of stress induced by the nature of duties being performed relentlessly under harsh circumstances , is causing attrition (Wearing out or burning out) to the CAPF personnel .

6.2: Definition of terms:

- **Attrition:**

A general meaning of the term attrition is:

- 1.** A rubbing away or wearing down by **friction, erosion by friction.**
- 2.** A gradual reduction in number or strength because of stress or military action.
- 3.** A gradual reduction in personnel or membership **because of resignation, retirement, or death, often viewed in contrast to reduction from layoffs.**

Collins English Dictionary:

- 1.** A reduction or **decrease** in numbers, size, or strength.
- 2.** A wearing down or weakening of resistance, esp. as a result of continuous pressure or harassment, a war of attrition
- 3.** A gradual reduction in work force as when workers retire and are not replaced.
- 4.** The act of rubbing against something; friction.
- 5.** A wearing down or away by friction; abrasion.

From the data received from various organizations under study it is seen that there is considerable amount of attrition i.e.reduction in manpower without replacement , on

account of VRS, Suicides, Fratricides /Fragging,Resignations, casualties while on duty and other such causes such as accidents, sickness etc.

- **CAPFs:**

The 5 CAPFs under the study were CRPF, ITBP, BSF, CISF & SSB.

6.3 Significance of the study:

- **From the national security perspective**

The CAPFs as we have already seen in the earlier chapters are critical to the national security. The alarming rate of attrition not only **causes loss of experienced force personnel but also can demoralize the existing force personnel**. When trained and experienced manpower is lost on account of attrition, replacing them with the manpower with similar skills takes time.

Further in recent times the Election Commission has ordered that for fair and smooth conduct of this National Democratic Exercise in the world's largest democracy, deployment of CAPFs at each and every polling booth with a minimum of one section (8 persons) strength is compulsory.

Last but not least, it is a matter of our Nation's honour and Pride that the Jawans who are guarding our country are respected, their services valued and their interests looked after.

- **From the societal perspective**

Police as an organization is a reflection of the culture of the society from which it emerges and in which it functions, and this indicates as to how police as an organization and policeman as an individual, is treated by the society and how in turn, police view the social attitudes towards them.

Police, as a vital link between the state and society, acts as a connecting bridge for smooth and efficient functioning of society as an integrated system. He acts as a cushion between the two, absorbing the friction and force from both sides.

The role of police is becoming increasingly important day-by-day in the dynamic & developing Indian society which is going through the birth pangs for the delivery of a new societal order. Police help in bringing about changes in the society and are also instrumental in adoption of these changes by society.

Secure nations develop better and faster. In the interest of development of our society and India's National Security which is critical to our social and economic progress, to keep pace with the sweeping socio-economic changes that our country is going through at present, this study is relevant and significant .

It is in this context, the present study on Central Armed Police Forces who are engaged in the noble cause of securing our Mother Nation, being the second largest armed force of our nation next only to the defence services, is crucial and timely, in the perspective of development of society at large, given their role, so as to benefit the police organization at institutional level, the society at large and our nation as a whole. This appraisal will help in ensuring that the Central Armed Police Forces keep pace with the emerging demands placed on them, for more effective and purposeful contributions to a developing society and our country.

- **From the development perspective:**

With the emergence of " **development studies**" as an academic discipline in the second part of the twentieth century , Human Security as a part of this has assumed significance. The traditional security and Human Security are deeply interconnected. Human security is an inevitable part of traditional security often termed as national security. Without Human Security , traditional state security cannot be attained and vice versa. **Without Human Security, development is a distant dream.** Human security forms an important part of peoples' wellbeing and is therefore an objective of development. This also determines the Human Development Index of a nation. Human security centred approach to national security is necessary for attaining the ultimate goal of global security, stability, peace and development.

It is in this context that it is essential to understand how secure are those, who are themselves engaged in " **traditional Security** ", from the Human security point of view. Finally only secure armed forces can dedicate themselves at the altar of security of their motherland. So, this study is very much essential from the development perspective of our nation and inturn, global security.

6.4 Research Objectives :-

This research project is aimed at the following objectives:

- i) To find out the **current status of attrition** in our CAPFs
- ii) To go to the **root cause of the problem** of attrition caused in terms of increasing Suicides/Fratricides/Fragging ,VR, and other such reasons for unnatural deaths (due to sickness, accidents etc) by understanding and analyzing the ORGANISATIONAL (INCLUDING OPERATIONAL & FINANCIAL FACTORS), SOCIO-PSYCHOLOGICAL,

ECONOMIC & ENVIRONMENTAL FACTORS contributing to the situation of increasing attrition.

iii) To analyze & understand the problem by studying the:

- a) Organization of each of the CAPFs
 - b) Various policies w.r.t HR, posting, welfare, grievance redressal, operational aspects etc and such other issues, on the basis of responses received to questionnaire developed and designed specifically for the subject under study
 - c) Factors contributing to the problem of attrition and suggestions to overcome the said problem, received from the rank and file, and finally
 - d) To collate the qualitative and quantitative data obtained and analysed with the help of information available in this regard from various secondary sources such as books, magazines, research papers, project reports etc. .
- iv) To suggest/give recommendations to overcome the situation by way of finding suitable remedies to the causative factors , by studying the systems and better practices of man management, welfare, grievance redressal and other such better practices of administration being practiced in the Defence services and in such other organisations that are doing better in these aspects.

Thus, the aim of this research was to see how secure are the **personnel of the** security forces who are serving us, and to see whether all that could have been done or that can be done is already being done in the interest of these forces or there is scope for improvement and focus on areas where further attention needs to be given.

6.5. **Research Methodology:-**

Mixed methods research has been chosen for this project. Mixed methods research is formally defined here as the class of research where the researcher mixes or combines quantitative and qualitative research techniques, methods, approaches, concepts or language into a single study.

In this method of research, the researcher bases the inquiry on the assumption that collecting diverse types of data that best provides and understanding of a research problem. The study begins with a broad survey in order to generalize results to a population and then focuses, in a second phase, on detailed qualitative, open-ended interviews to collect detailed views from participants.

As noted by **Sechrest and Sidana** (1995), growth in the mixed methods (i.e., pragmatist) movement has the potential to reduce some of the problems

associated with singular methods. By utilizing **quantitative and qualitative techniques** within the same framework, mixed methods research **can incorporate the strengths of both methodologies i.e (quantitative and qualitative).**

An increasingly important part of social science research is favouring the use of mixed methods. **In general, mixed methods combine both qualitative and quantitative techniques to cancel out their individual inherent weaknesses.**

Mixed methods approach has been followed for this research project, the goal being understanding the problem, rather than proving or disproving hypothesis or looking for corroboration, since there is negligible research/ study that has been carried out on these illustrious organizations, some of which were established much before Indian Independence, with a **combined history of over 275 years in the service of nation.** Accordingly a broad organizational survey was carried out to find out the status of attrition in these CAPFs, followed by development and designing of questionnaires specially created by conducting brain storming sessions with the rank and file of these CAPFs , with aim to elicit close ended and open ended responses which enabled the researcher to receive feedback and responses in the form of qualitative and quantitative data . With the help of these questionnaires "Stay interviews" and " Exit Interviews " of force personnel were conducted.

Stay interviews vs Exit interviews:

Stay Interview

It is a continuous process of enquiry that enables the management to find out how engaged and happy their valuable employees are, thereby preempting the possibility of them leaving their organization.

Exit Interview

It is conducted with an employee when he/she is leaving the company. It helps the employer learn the reasons why the employee wants to leave and use the feedback for organizational improvement.

Exit interviews are often reactive in nature, and employees are already halfway through the exit door when such interviews are conducted.

Whereas, "**Stay interviews,**" unlike "exit interviews" are **preventive** in nature and is an effective tool to keep employees happy. They are preventive in nature and help in identifying possible triggers that might lead to an employee to leave. Stay interviews motivate employees as they can see and feel that employers are concerned about them which will in turn make them feel involved. Further, stay interviews are proactive and positive in nature and will help improve employee retention in the long run.

Whereas, in “**Exit Interview**” the employee has already decided to leave the organization “**Exit interview is an old practice in HR**, as going by HR experts’ opinion exit interview did little to help any employer in preventing employees from leaving as the **data comes in too late and the employee is already lost, so the changes were coming too late.**

Thus, when compared to “Exit Interviews” “- Stay Interviews” act as an early warning system which is preventive and enables one to take pro-active approach with timely intervention and remedial action towards retaining the services of valuable employee who is skilled and proficient, and is an asset to the organization.

Accordingly, the procedural dimensions involved in conducting the said “Stay interviews” and “exit interviews” based on questionnaires were specially developed and results obtained there upon are discussed in the following chapters.

Further, as was emphasised by one of the screening committee members during presentation of the research proposal wherein it was said that “even if a single jawan is committing suicide it needs to be probed seriously, one should not view a human problem from the statistics point of view”. Thus, it was neither the numeric nor the statistical analysis or instruments but the human life per se and implications for our National security and it’s long term and widespread impact on society, was the spirit behind the objective of this study.

It is not the no. of suicides, or fratricides or fragging but even one such incident costing human lives should rattle our conscience.

6.6 Research Design:

Among the available research designs Mixed Methods Research was selected and applied.

6.7 Sampling Procedure :

- Each of the CAPF at organizational level were studied based on the information provided by them in response to a format designed by the researcher to get the overall information about these forces so as to understand and analyze each of these organizations.
- Sample from the population of each of these organizations consisting of members of the force belonging to various ranks categorized into GOs (Gazetted Officers) and NGOs (Non –Gazetted officers) was drawn on random basis.

6.8 Data collection and Analysis:

6.8.1 : Tools & Techniques for data collection:

- i) **Organisation level data** - from BPR&D and about each of the capfs information was obtained through Reports, letters, data banks, publications etc..(ANNEXURE-I)
- ii) **From individuals** - Through questionnaires (ANNEXURE II , III ,IV & V), informal interaction,
- iii) Information on the subject matter wherever required was also taken from the internet, from books , periodicals , magazines , research reports of various libraries.

6.8.2: Procedure of data collection:

Data from **Primary & Secondary sources**, as well as from **published reports**, authentic information through official letters was taken. Multiple forms of data were collected drawing on all possibilities.

6.8.3: Methodology for analysis of data:

The statistical/ numerical data was analysed using relevant & suitable basic statistical instruments and to arrive at valid conclusions the data was subjected to basic statistical analysis . The qualitative analysis of textual data was done. Integration of both qualitative and quantitative data at different stages of research was done, to verify the assumptions that led to this research project and to arrive at logical conclusions .

6 .9. Limitations of the study :

Several severe limitations were faced in carrying out this research project, which are enlisted below:

- 1. There was hardly any or negligible reference material on these organizations, as there is n't much past study or research carried out on these organizations. Thus at every step procedural aspects had to be originally thought out and executed.**

2. Though BSF was the first organization to provide organizational level data, followed by SSB, CRPF, ITBP and CISF, over one year time i.e. till April '2014 went into collecting this organizational level data. And due to this delay when updation of data was required to keep the work upto date , some organizations failed to provide the updates required.
3. There was delay in detailment of LOs (Liasion Officers from each of the CAPFs) also.
4. Since this was the first such research being conducted there was no readymade tools, as such organizational information brochure format , questionnaires for various rank and file had to be originally created, A lot of time went into preparing these formats.
5. In spite of repeated correspondence and personal follow up, overwhelming response was received only from BSF. Whereas **However**, the remaining, did not respond which, I feel could be attributed to the lack of seriousness towards such research work in these organizations. As a result only responses received from the Rank & File of BSF could be studied, and subjected to statistical analysis. Only the organizational level data received from other organizations could be compiled. From CISF, ITBP limited response was received. Reluctance to share information, and limitations in aspects of frankness and timeliness were also experienced.
6. A general sense of lack of interest and apprehension to share information is felt.
7. Due to the abovementioned the timeframe itself became a limitation for this project.
8. Due to large amount of response from BSF and negligible or nil response from other CAPFs , the direction of this study had to be shifted towards BSF by placing focus on BSF alone due to large overwhelming response consisting of 223 Gazetted Officers(GOs) and 1058 Non-Gazetted Officers (NGOs), together 1281 responses which is considerable, . This which is a limitation has been taken as the strength of this study and further research project was focussed towards studying the responses received from the rank and file of BSF.

The following chapter deals with the results obtained and discussion about the analysis of these results, that are based on the data obtained from the information received from the respondents to this study.

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ONLY A DEAD NATION REMEMBERS *ITS*
HEROES WHEN THEY DIE,
REAL NATIONS RESPECT THEM WHEN THEY
ARE ALIVE.

- **KHAN ABDUL GAFFAR KHAN**

CHAPTER-7

"RESULTS & DISCUSSION"

"DISCUSSION IS AN EXCHANGE OF KNOWLEDGE; ARGUMENT IS AN EXCHANGE OF IGNORANCE" ***- ROBERT QUILLEN***

The results of this research project have been discussed in three parts.

PART-A:

STATUS OF ATTRITION IN CAPFs- Based on inputs received from each of the CAPFs under study at organizational level to the format under Annexure –I

PART B: STAY INTERVIEWS

Responses from individual force personnel to the questionnaire (as per Annexure –II for NGOs & ANNEXURE III for GOs) , were analysed as given under:

Gazetted officers

- Quantitative analysis of the response received for personnel questionnaires from the sample-
- Findings based on the analysis of the quantitative data received from the sample ,

Non-Gazetted officers

- Quantitative analysis of the response received for personnel questionnaires from the sample
- Findings based on the analysis of the quantitative data received from the sample ,

PART C: ANALYSIS OF QUALITATIVE FEEDBACK

Analysis of qualitative feedback received for general open ended questions in the personnel questionnaires, in terms of

- i) their opinion with regard to factors contributing to Attrition in CAPFs - GOs and NGOs , Rank-wise

PART D: EXIT INTERVIEWS

Analysis of the data received through Exit Interviews as per Annexure –V

PART E:

Collation of responses received through Stay interviews and Exit Interviews

PART-A:

STATUS OF ATTRITION IN CAPFs

As a part of the results under this study, 5 organisations provided the data on attrition in these forces which is tabulated as given below vide Tables: 7.1 to 7.12

The actual strength of CAPFs as of 01-01-2014 is again mentioned here, so as to give an approximate idea of the actual strength of these, so that the figures of attrition on account of various reasons can be viewed and appreciated as against these.

TABLE 7.1 :- ACTUAL STRENGTH OF CAPFs UNDER STUDY

CRPF: 2,85,990

BSF : 2,39,744

CISF: 1,23,481

SSB : 72,908

ITBP: 75,066

TOTAL: 7,97,189

From the data received from various CAPFs, attrition on account of Suicides, Fratricide & Fraggings between 2008 to 2013 was as given under:

TABLE 7.2:- NUMBER OF CASES OF SUICIDE, FRATRICIDE AND FRAGGING

CRPF

Year	No of cases of suicide	No of cases of fratricide	No of cases of fraggings
2008	46	06	-
2009	28	05	-
2010	28	15	-
2011	44	06	-
2012	43	08	-
2013.	37 *	-	-
TOTAL	226	40	-

Note: * The figure is for the whole year of 2013

ITBP

Year	No of cases of suicide	No of cases of fratricide	No of cases of fraggings
2008	04	-	-
2009	06	01	-
2010	05	-	-
2011	03	-	-
2012	07	-	-
2013 up to 31 March.	01	-	-
TOTAL	26	01	-

SSB

Year	No of cases of suicide	No of cases of fratricide	No of cases of fraggings
2008	07	-	-
2009	12	-	01
2010	12	-	-
2011	12	-	02
2012	07	-	-

2013	07*	02*	.*
TOTAL	57	02	03

Note:* The figure is for the whole year of 2013

BSF

Year	No of cases of suicide	No of cases of fratricide	No of cases of fragging
2008	29	04 (01)	-
2009	26	01 (01)	-
2010	29	05 (02)	-
2011	39	03 (03)	01
2012	40	01 (02)	-
2013 up to 31 March.	09	01 (01) figure in () shown died	-
TOTAL	172	15	01

CISF

Year	No of cases of suicide	No of cases of fratricide	No of cases of fragging
2008	12	-	-
2009	18	-	02
2010	17	-	-
2011	11	01	01
2012	18	-	-
2013	17*	-	01
TOTAL	93	01	04

Note:* The figure is for the whole year of 2013

From the data received from various CAPFs attrition on account of Voluntary Retirement and Resignation between 2008 to 2013 was as given under:

TABLE 7.3: NUMBER OF CASES OF VOLUNTARY RETIREMENT (VR) AND RESIGNATION

CRPF

Year	No of cases of VR	No of cases of Resignation
2008	1440	603
2009	3407	540
2010	2628	792
2011	2162	929
2012	4655	768

2013	3378*	658*
TOTAL	17670	4290

Note:* The figure is for the whole year of 2013

ITBP

Year	No of cases of VR	No of cases of Resignation
2008	-	-
2009	-	-
2010	-	-
2011	-	-
2012	-	-
2013 up to 31 March.	-	-
TOTAL	-NA	NA-

Note: NA- Not Available. Information was not provided by the organisation

SSB

Year	No of cases of VR	No of cases of Resignation
2008	176	165
2009	364	229
2010	447	183
2011	313	112
2012	447	121
2013	488*	126*
TOTAL	2235	936

Note:* The figure is for the whole year of 2013

BSF

Year	No of cases of VR	No of cases of Resignation
2008	3529	174
2009	6319	218
2010	5443	182
2011	5877	302
2012	3471	492

2013 up to 31 March.	738	80
TOTAL	25377	1448

Year	No of cases of VR	No of cases of Resignation
2008	-	-
2009	-	-
2010	-	-
2011	-	-
2012	-	-
2013 up to 31 March.	-	-
TOTAL	NA	NA

CISF

Note: NA- Not Available. Information was not provided by the organization

- Though , casualties on account of deaths while in action or on duty is on account of the nature of risk involved in these services, figures of loss was also collected from these CAPFs and the same is tabulated vide table: 7.4

TABLE 7.4 : CASUALTIES/ DEATHS WHILE ON DUTY

YEAR	CRPF	ITBP	SSB	BSF	CISF
2008	67	05	26	07	03
2009	70	-	01	13	15
2010	143	04	05	08	-
2011	29	01	23	15	02
2012	43	-	05	13	08
2013 (upto 31 Mar,13)	30*	-	18*	02	01
TOTAL	382	10	78	58	29

Further, attrition on account of deaths caused due to sickness and accidents between 2008 to 2013 was also collected and tabulated as given under in table 7.5:

TABLE 7.5 :- NUMBER OF DEATHS DUE TO SICKNESS AND ACCIDENTS

CRPF

Year	No of cases of death due to sickness	No of cases of death due to accidents
2008	Not available	46
2009	254	45
2010	162	58
2011	197	124
2012	164	117
2013	251*	94*
TOTAL	1028	484

Note: * The figure is for the whole year of 2013

ITBP

Year	No of cases of death due to sickness	No of cases of death due to accidents
2008	31	18
2009	28	17
2010	27	35
2011	05	27
2012	29	31
2013 up to 31 March.	08	10
TOTAL	128	138

SSB

Year	No of cases of death due to sickness	No of cases of death due to accidents
2008	59	13
2009	73	10
2010	41	28
2011	57	08
2012	24	14
2013	57*	37*
TOTAL	311	110

Note: * The figure is for the whole year of 2013

BSF

Year	No of cases of death due to sickness	No of cases of death due to accidents
2008	250	89
2009	243	78
2010	244	88
2011	218	95
2012	217	91
2013 up to 31 March.	60	29
TOTAL	1232	470

CISF

Year	No of cases of death due to sickness	No of cases of death due to accidents
2008	85	56
2009	55	32
2010	63	46
2011	65	41
2012	74	42
2013 up to 31 March.	44	30
TOTAL	386	247

The above mentioned data is combined and data on attrition in these forces between 2008 to 2013 is given below vide table 7.6 :

TABLE 7.6 :STATUS OF ATTRITION IN CENTRAL ARMED POLICE FORCES

SL NO.	INCIDENCE	CRPF	ITBP	SSB	BSF	CISF	TOTAL	ROI Per lakh
1	Suicide	226	26	57	172	93	574	72.02
2	Fratricide	40	01	2	15	01	59	7.40
3	Fragging	0	0	03	01	04	08	1.003
4	Killed in action/ While on duty	382	10	78	58	29	557	69.89
5	Sickness	1028	128	311	1232	386	3085	387.08
6	Accidents	484	138	110	470	247	1449	181.80
7	VR	17670	2487*	2235	25377	6175*	53944	6768.38
8	Resignation	4290	163*	936	1448	2356*	9193	1153.45
TOTAL		24120	2953	3732	28773	9291	68869	

Note:

(*) Figures Obtained from Three Online sources i.e L. S. US No. 701 FOR 10.12.2013. and R.S.US. No. 269 for 19.02.2014 and www.thesundayindian.com/en/story/soldiers-of-a-lesser-god/25/4093/ due to non-availability of the same from the concerned department.

2) No. of cases of death due to Sickness for the year 2008 wrt CRPF is not Included as the same is not Available.

3) The data for the whole year of 2013 under each category of Attrition was provided by CRPF & SSB only.

4) The data for the BSF is upto 31 March 2013 and data w.r.t ITBP & CISF wherever it is provided is upto 31 March 2013. As the updated figures for the whole year of 2013 was not provided by these organizations.

DURING THE PERIOD (2008- March 2013)

SOURCE :- (AS PER THE DATA PROVIDED BY THE ORGANISATIONS UNDER STUDY)

observations from the above mentioned organizational level data on attrition :

- 1) From the table above, it is seen that our security forces have witnessed attrition amounting to 68869 no. of force personnel between 2008 and 2013
- 2) Major attrition was on account of Voluntary retirement, followed by resignation . The largest amount of attrition on account of Voluntary Retirement by force personnel occurred in BSF, followed by CRPF, followed by CISF, ITBP and SSB. Resignations were highest in CRPF followed by CISF, later by BSF, SSB and ITBP. Thus the **1281 stay interviews** conducted with the help of **questionnaires** give valuable feedback as to why the **attrition on account of VRS is highest in BSF.**
- 3) Number of personnel who have died on account of suicides & fratricides/fragging far exceeds the number of force personnel who have laid down their lives in the line of duty. No.of **deaths on account of suicides is highest in CRPF**, followed by BSF, CISF, SSB and finally ITBP in that order. Deaths on account of Fratricides/Fragging are highest in CRPF followed by BSF.
- 4) Number of personnel who **sacrificed their life in the line of duty saving our nation and its citizens was highest in CRPF** followed by SSB, BSF,CISF and finally ITBP in that order
- 5) **Attrition on account of sickness is 5 times the number of personnel who died while in action**
- 6) Attrition on account of **accidental deaths is approximately 3 times that of the number of deaths caused while on duty**

Note- Rather than giving figures for attrition for individual CAPFs in absolute number it will be desirable to convert into Rate of Incidence, say per thousand force personnel. It will help to appreciate the significance of the figures more objectively.

PART B: STAY INTERVIEWS

ANALYSIS OF DATA FROM PERSONNEL QUESTIONNAIRE

_Response received to the personnel questionnaires forwarded to various

RANK	BSF	ITBP	CISF	CRPF	SSB	TOTAL
Inspector General	01	-	-	-	-	01
Dy. Inspector General	08	-	-	-	-	08
COMMANDANT	27	-	-	-	-	27
2I/C	25	01	-	-	-	26
DY.COMMANDANT	91	-	-	-	-	91
ASST.COMMANDANT	71	03	04		-	78
INSPECTOR	76	05	03	01	-	85
SUB.INSPECTOR	175	04	01	-	-	180
ASST.SUB INSPECTOR	159	02	06	-	-	167

organizations of CAPFs is given below in Table 7.7:

TABLE 7.7: NUMBER OF RESPONSES RECEIVED FROM VARIOUS RANKS IN CAPFs

HEAD CONSTABLE	241	02	04	02	01	249
CONSTABLE	407	01	03	-	01	412
TOTAL	1281	18	21	03	01	1324

From the table 7.7 above, it is evident that only from BSF overwhelming response was received to this research project. Therefore, samples being significant, only this data is subjected to the basic quantitative analysis. The data received from CISF and ITBP was analysed for its qualitative inputs. The data from SSB and CRPF being negligible no analysis was carried out.

It is pertinent to note that inspite of the similar correspondence and similar amount of follow up with these organizations BSF was the only CAPF that responded to this study. Reasons for non – participation by the other 4 CAPFs needs to be looked into further. Infact , at the time of presentation before the screening committee, I was advised by the members to study any one CAPF, whereas I expressed my intention to study all 5 CAPFs. If the said advice was followed, naturally I would have inclined towards CISF being my parent organization. But, that would not have made this study on BSF possible. Despite of CISF being CAPF deployed in most civilized situations in comparison to other CAPFs , Rate of Attrition is very high in CISF when compared to other CAPFs though the conditions under which CISF functions are relatively less taxing when compared to the other CAPFs under study. Interestingly ITBP, CISF , CRPF with highest rate of attrition , SSB with very high no. of deaths on account of deaths while on duty next only to CRPF have not responded to this study like BSF , except for providing the organizational level data.

The details of population and sample size of BSF that was subject of this study is given in the following table 7.8:

RANK	SIZE OF POPULATION	SIZE OF SAMPLE
GAZETTED		
Inspector General	30	01
Dy.Inspector General	172	08
COMMANDANT & 2I/C	275	52
DY.COMMANDANT	1548	91
ASST.COMMANDANT	2380	71
(i)SUB-TOTAL		223
NON-GAZETTED		

TABLE 7.8: DETAILS OF SIZE OF POPULATION AND SAMPLE OF BSF PERSONNEL IN VARIOUS RANKS

INSPECTOR	3312	76
SUB.INSPECTOPR	8711	175
ASST.SUB INSPECTOR	18025	159
HEAD CONSTABLE	35956	241
CONSTABLE	169178	407
(i)SUB-TOTAL		1058
GRAND TOTAL (i+ii)	239557	1281

Questionnaire received from different Zone/ HQrs of BSF

SL No.	Headquarters	Distt/State
01	48 Bn, Maharanchera	Gomati/Tripura

02	HQ SDG Eastern Command	Gurudas Road Kolkata
03	HQr, 172 Bn BSF,	Khajuwala, Bikaner, Rajasthan
04	HQrs, Ftr HQ KMR BSF	Humhama (Budgam) J&K
05	HQrs, Gujarat Frontier BSF	Chiloda Road, Gandhinagar (Gujarat)
06	Ftr HQ BSF	Paloura Camp, J & K
07	HQ 8 BN BSF	Anupgarh, Rajasthan
08	HQ 56 BN Satrana	New Mandi Gharsana Rajasthan
09	HQrs Rajashthan Frontier BSF	Mandore Road, Jodhpur (Rajasthan)

Responses received from individuals of BSF to the personnel questionnaire , were analysed as given under:

Gazetted officers

- **Quantitative analysis of the response received for personnel questionnaires from the sample- (TABLE 7.9)**
- **Findings based on the analysis of the quantitative data received from the sample , (TABLE 7.10)**

Non-Gazetted officers

- **Quantitative analysis of the response received for personnel questionnaires from the sample- (TABLE 7.11)**
- **Findings based on the analysis of the quantitative data received from the sample , (TABLE 7.12)**

The summation of data compiled from the quantitative analysis of responses received from the sample of Gazetted Officers of BSF in terms of yes /no/undecided is given below, vide table 7.9, followed by findings drawn from this data.

STAY INTERVIEWS OF GAZETTED OFFICERS

TABLE 7.9 : Quantitative analysis of the response received for personnel questionnaires from sample i.e Gazetted officers (223 NOs.)

ATTRITION IN CENTRAL ARMED POLICE FORCES (CAPFS)

Organizational factors (including operational & financial factors)

Questions from the personnel questionnaire for GOs	Yes	No	Undecided
01. Do you feel your organization has provided sufficient avenues for your career progression? Please elaborate your views.	68	146	09
02. Do you feel, the CAPFs have proper identity given their role in National security Please elaborate your views.	109	106	8
03. Do you feel, the contribution of CAPFs in various roles is being duly recognized. Please elaborate your views.	72	136	15
04. Are you happy with your status within the organization? Please elaborate your views.	111	95	17
05. Do you feel satisfied with the remuneration (pay+perks) you received given the uncertainty and risk involved in your job? Your views,	49	164	10
06. Do you feel your organization has proper policies with regard to:			
a) Posting policy & tenure	67	140	15
b) Welfare	63	80	8
c) Human Resource Management (Training., Rewards, Motivation, Morale etc.)	75	123	24
d) Compensation for job related insecurities	66	128	28
e) Grievance Redressal mechanism	130	74	18
f) Complaint Handling mechanism	115	77	30
g) Training /skill enhancement	91	95	23
h) Recruitment	141	73	8
i) Medical facilities & Health / wellness Management	65	138	19

j) Housing/Barrack accommodation	46	163	14
k) Education of Wards	57	145	20
l) Counselling	80	125	17
m) Recreational facilities	135	79	8
n) Morale and Motivation	94	120	8
o) Employment opportunities post retirement	41	171	10
p) Leave	136	71	15
q) Social life	37	166	19
r) Pay	91	125	6
s) Promotion	46	165	11
t) Tenure of Operational deployment (Field Vs Peace station posting)	55	149	18
u) Financial Security & Insurance	99	108	15
7. Do you feel you are sufficiently trained to handle CI/CT/ LIC/AN operations	161	49	13
8. Do you feel you are equipped to face the emerging challenges in CI/CT/LIC/AN operations	103	105	15
9. Do you receive proper intelligence inputs, co-operation & co-ordination from local police, other intelligence agencies & district administration	73	135	15
9. Do you feel your views & opinions in operational matters are valued and acted upon?	120	72	31
10. Do you face hostility from local population & media while on CI/CT/LIC/AN operations	110	85	28
11. Do you have the sufficient authority to take decisions in a given operational situation	111	91	21
12. Do you have adequate support systems while on CI/CT/LIC/AN operations (Air Evac & Medical etc.)	50	143	30
13. Do you get opportunity to take part in policy making?	26	181	16
14. Do you feel your ideas/suggestions/views are taken to the higher officials in Ministry of Home Affairs unabridged?	33	157	32
15. Do you receive aid from Police, Administration and other agencies on time in the time of contingency and necessity?	71	122	30
16. Do you feel sufficiently empowered at par with State Police to deal with challenges in field?	45	154	24
17. Do you feel the school facilities are sufficient for wards of CAPF personnel?	40	178	5
18. Do you feel there are sufficient professional colleges for wards of CAPF personnel?	31	189	3

19. Do you feel occupational stress is affecting the force personnel?	168	50	5
20. Do you feel the presence of occupational stress is accepted and duly addressed?	70	133	20
21. Do you feel the organizational system has measures for destressors?	48	122	53
22. Do you feel sufficient infrastructure like Defence Institute for Psychological welfare (DIPR) exists for dealing with psychological well being of CAPF personnel engaged in sub conventional operations.	24	181	18
23. Are academy/Training colleges of CAPFs duly accredited /certified by recognized universities to give professional degrees for the training/courses undergone?	59	134	30
24. Do you feel the medical infrastructure is sufficient for CAPFs?	39	180	4
25. Do you feel sufficient research / studies are being conducted into the issues and problems related to CAPFs?	38	170	15
26. Do you feel there is need for dedicated research centers like IDSA, USI of Army for carrying out research studies on CAPFs?	184	129	10
27. Do you feel empowered with the change in nomenclature from CPMF to CAPF Your comments, if any	40	146	37
28. Has the change in nomenclature from CPMF to CAPF has affected the force in general in any way? IF yes, please explain	64	123	36
29. Is there any change in deployment of force in CT/CI/AN/LIC operations after change in nomenclature from CPMF to CAPF	36	141	46
30. Do you feel, multitasking and deployment in areas other than the mandate dictated by preamble of the respective Act of each of the CAPFs, has put pressure / burden on the force personnel?	179	32	12
31. If your answer to Q 31 is yes, are you being compensated for the additional duties being performed at various levels?	36	161	26
32. Do you have job satisfaction serving in your organization.	93	104	26

Questions for woman officer

34. Do you feel your gender is in any way affecting your functioning in the force?	NIL	NIL	NIL
35. Are you able to balance your work life and family life?	NIL	NIL	NIL

Socio-psychological

Note : please tick the relevant option.	Yes	No	Undecided
1. Are you happy with your social status and social identity?	123	90	10
2. Being a CAPF person do you feel, you receive respect and recognition in society on par with state police?	64	150	9
3. Do you feel change of status from CPMF to CAPF has affected your official status and style of your functioning?	40	160	23
4. Do you feel that in a society where the dress code and social ethical and moral values are fast changing, it is becoming difficult for CAPF personnel to remain immune and unaffected by this change?	154	41	28
5. Do you feel that the cadre officers in the CAPFs, especially after change of nomenclature are left with a feeling of denial when it comes to being conferred with "IPS" as is the case with state police officials. This in turn drives in the fact that they are neither paramilitary nor a police force leaving 8.5 lakh CAPF personnel largely unsure of their identity?	172	34	17

Economic Factors

Note : please tick the relevant option.	Yes	No	Undecided
1. Given the economic conditions prevailing in the country, do you feel CAPFs are adequately compensated for their multifarious role in National Security when compared to other sectors VIZ PSUs in Public sector private sector?	81	132	10
2. Given the increased cost of living conditions imposing compulsions of second household income on account of employment of spouse or from alternate source of earning, do you believe working in CAPF disables a force person to have additional source of income, due to frequent transferable nature of job.	170	34	18

3. Do you feel, change of our economy from socialism to capitalism & resulting in materialism and consumerism oriented society is affecting the social status of CAPF personnel & is causing i) Stress ii) Dissatisfaction iii) Inadequacy	170	35	18
4. Do you feel the transferable nature of CAPFs is coming in the way of availing (Housing/personal loan schemes) from banks/financial institutions?	138	72	13
5. Increasing cost of higher education in our economy coupled with inadequate financial schemes to meet the same is affecting the wards CAPF personnel adversely?	199	14	10
6. Do you feel increasing cost of medical treatment in our economy is putting a strain on the financial condition of CAPF personnel?	185	30	8
7. Do you feel increased cost of living, in cost of food, clothing, housing, conveyance etc. is a major cause of stress & dwindling saving potential?	160	52	11
8. Do you feel the attitude of the non-banking financial institutions, not to give loans on consumer durables such as mobiles, computers, TV, refrigerators etc. that have become day-to-day necessities, is psychologically degrading & demeaning to CAPF persons, when the need for such requirements is constantly raised by the spouse & children?	100	98	25
9. Do you feel CAPF personnel especially on transferable jobs are adversely affected by the breakdown of joint family & other supportive systems?	196	19	8
10. Do you feel the shift in our economy from essentially agrarian & rural based economy to a more capitalist and service oriented economy that is urban based, drastically reducing the earning potential of CAPF personnel especially those with landed property hailing from rural and agricultural background. Has this shift resulted in stressful situation?	160	31	32

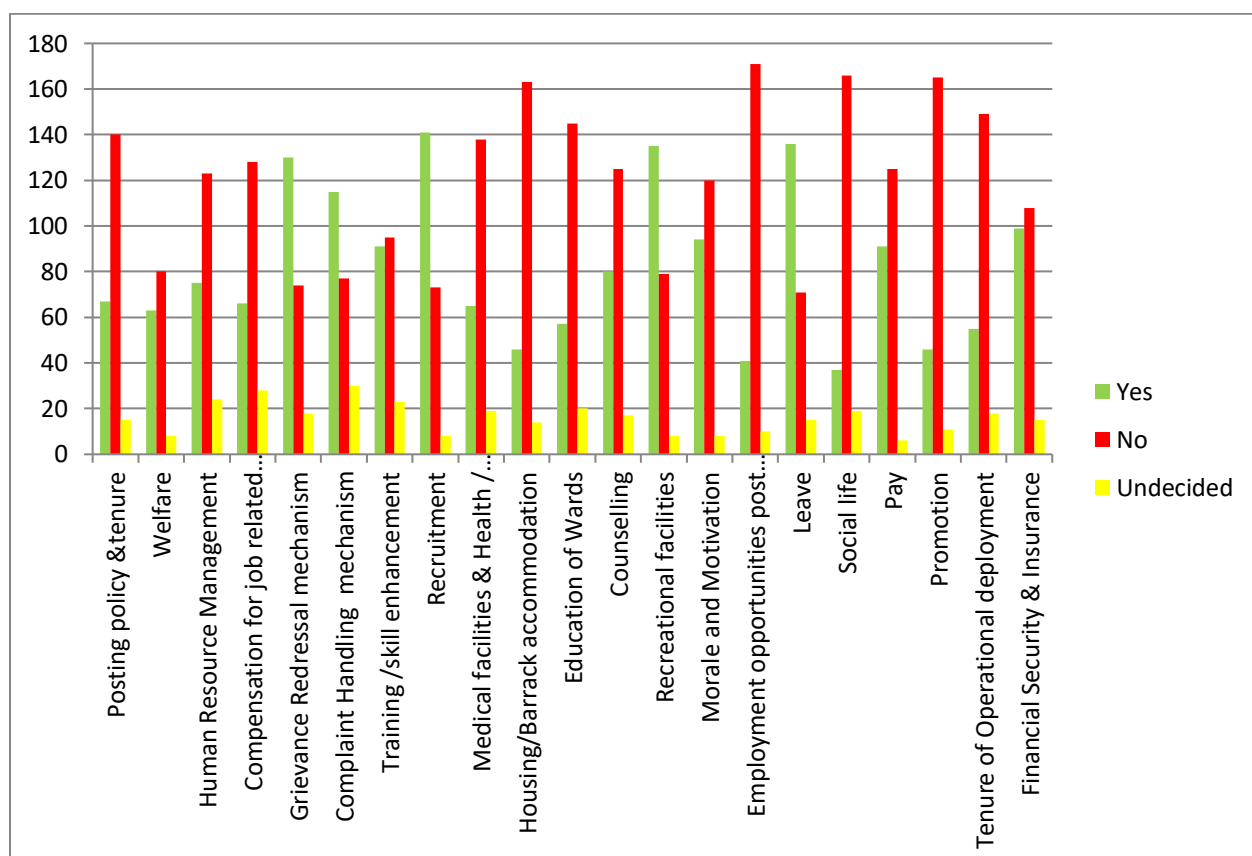
Environmental Factors

Note : please tick the relevant option.	Yes	No	Undecided
1. Do you feel CAPF cadres are duly represented & are able to participate in decision making processes of the MHA?	39	161	23
2. Do you feel you are able to be part of the above mentioned decision making process, presence of senior CAPF cadre officials in the ministry of Home Affairs is necessary so that problems of CAPFs are represented at the appropriate level unabridged?	164	47	12
3. Do you feel CAPFs have been given due place of pride, and recognition for their services when compared to Army and Police?	35	181	7

4. Do you feel the broader environment in our country is conducive for the CAPFs to discharge their duties without fear or favour?	83	121	19
5. Given the internal security scenario in the country, do you feel, CAPFs should be given a clear status in the national security structure of our country & a clear mandate?	199	19	5

The above given results are depicted in a bar diagram given below:

Chart 1: Opinion of GOs of BSF about the Policies in the Organisation



- **Findings based on the analysis of the quantitative data received from the sample of GOs is given here vide , (TABLE 7.10)**

Table 7.10: FINDINGS OF THE STUDY

Organizational factors (including operational & financial factors) - FROM 223 RESPONDENTS (GOs)

- It is found that 146 respondents have felt that the organization has not provided sufficient avenues in their career progression
- Majority of the respondents revealed that the CAPFs have no proper identity given their role in National security.
- It is noted that 136 respondents felt that the contribution of CAPFs in various roles is not being duly recognized by the organization.
- Out of the total respondents, 111 respondents felt happy with the status possessed by them within the organization
- Majority of the respondents felt that they are not satisfied with the remuneration (pay+perks) provided to them since CAPF involves risk and uncertain livelihood.
- It is inferred that the majority of the respondents felt that they are not satisfied with the posting policy and tenure system in the organization.
- It is revealed that the majority of the respondents felt that they are not satisfied with the welfare policy provided by the organization
- It is found that the majority of the respondents felt that they are not satisfied with the human resource management policies viz. training, rewards, morale, motivation provided by the organization
- It is noted that the majority of the respondents felt that they are not satisfied with the compensation in which the job is related to insecurity.
- It is inferred that the majority of the respondents are satisfied with the grievance handling mechanism in the organization
- It is noted that the respondents are satisfied to some extent with the training enhancement gained by the CAPF
- It is a noticeable fact that the majority of the respondents are satisfied with the recruitment policy.
- Surprisingly, it is noted that the proper policy on health management and medical facilities is not available for CAPF
- Also, it is found that proper housing/barrack accommodation policy is not provided for CAPF.
- It is noted that policy on employee counseling is not available to boost the morale and motivation of CAPF.

- It is found that the policy with regard to recreational facilities is available for the respondents.
- It is revealed that there does not exist any proper policy on the availability of employment opportunities post retirement.
- It is a noticeable fact that the policy with regard to leave facilities is not available for the respondents
- It is found that the proper policy with respect to pay and promotion is not available for the respondents.
- It is revealed that the policy on tenure of operational deployment (Field Vs Peace station posting) is not available for CAPF.
- Surprisingly, it is noted that the proper policy on financial security and insurance facility is not available for CAPF
- Majority of the respondents felt that they are sufficiently trained to handle CI/CT/LIC/AN operations.
- It is noted that the respondents felt that they are not equipped to face the emerging challenges involved in CI/CT/LIC/AN operations
- It is revealed that they are not receiving proper intelligence inputs, co-operation & co-ordination from local police, other intelligence agencies & district administration in the study.
- It is found that the views & opinions of the respondents are valued and accordingly acted upon in operational matters.
- It is noted from the study that the majority of the respondents face hostility from local population & media while on CI/CT/LIC/AN operations
- It is found that the respondents felt that they have sufficient authority to take decisions in a given operational situation in the study.
- It is revealed that the respondents have inadequate support systems while on CI/CT/LIC/AN operations (Air Evac & Medical etc.)
- Majority of the respondents felt that they have no opportunity to involve in policy making decisions.
- Majority of the respondents felt that the ideas/suggestions/views are not all taken by the higher officials in the Ministry of Home Affairs.
- It is noted that the respondents felt that they did not receive any aid from Police, Administration and other agencies on time in the time of contingency
- It is a noticeable fact the respondents felt that they are not sufficiently empowered at par with State Police to deal with challenges in the field
- It is noted that the school facilities and professional colleges are not sufficient for the education of wards of CAPF personnel
- It is revealed that occupational stress is highly affecting the force personnel in the organization and redressal mechanism for occupational stress is also not available for the personnel.

- It is revealed that the respondents felt that they have insufficient infrastructure like Defence Institute for Psychological Research (DIPR) for dealing with psychological wellbeing of CAPF personnel engaged in sub conventional operations.
- It is found from the study that the academy/Training colleges of CAPFs are not duly accredited /certified by recognized universities to offer professional degrees.
- It is noted that the respondents felt that relevant research / studies are not being sufficiently conducted on the issues and problems related to CAPFs
- Majority of the respondents felt that there is a need for dedicated research centers like IDSA, USI of Army to carry out research studies on CAPFs
- It is important to note that proper medical infrastructure is not sufficient for CAPFs.
- It is revealed that the respondents felt that they are not empowered with the change in nomenclature from CPMF to CAPF and also the respondents felt that the deployment of force in CT/CI/AN/LIC operations after change in nomenclature remained same and has not affected the force in general.
- It is found that the respondents felt that multitasking and deployment in areas other than the mandate dictated by preamble for the CAPFs has put pressure and burden on the force personnel and also they are not compensated for the additional responsibilities assigned to them at various levels.
- It is important to note that the respondents are not satisfied in serving the job in the organization.

Socio-psychological factors

- Majority of the respondents felt happy about the social status and social identity perceived in the society.
- It is found that majority of the respondents felt that they have not received any respect and recognition in society on par with state police
- In the study, the respondents felt that the status from CPMF to CAPF has not affected the official status and style of functioning in the organization
- The majority of the respondents in the study felt that, it is becoming difficult for CAPF personnel to remain immune and unaffected by the change in the society where the dress code and socio, ethical and moral values are fast changing.
- It is revealed that the respondents felt that the cadre officers in the CAPFs are left with a feeling of denial when it comes to being conferred with "IPS" as is the case with state police officials. This in turn drives in the fact that they are neither para-military nor a police force leaving 8.5 lakh CAPF personnel largely unsure of their identity, especially after change of nomenclature.

Economic factors

- Majority of the respondents felt that the compensation of CAPFs for their multifarious role in National Security is inadequate when compared to other sectors in the country.
- It is revealed that the majority of the respondents felt that CAPF disables a force person to have additional source of income, due to frequent transferable nature of job whereas increased cost of living conditions is imposing compulsions of second household income for the alternate source of earning.
- It is significant to note that the respondents felt that the social status of CAPF personnel is affected by the change of our economy from socialism to capitalism which results in materialism and consumerism oriented society. This causes stress, dissatisfaction and inadequacy among CAPF personnel.
- It is found that the majority of the respondents felt that inadequate financial scheme is affecting both the higher education of the CAPF wards and medical treatment of CAPF personnel adversely.
- It is noted that majority of the respondents felt that increased cost of living, cost of food, clothing, housing, conveyance etc. is a major cause of stress & dwindling saving potential.
- Majority of the respondents felt that the attitude of the non-banking financial institutions for not advancing loans , on account of transferable nature of job , on consumer durables such as mobiles, computers, TV, refrigerators etc. is psychologically degrading & demeaning to CAPF persons.
- It is revealed from the study that the CAPF personnel are adversely affected by the breakdown of joint family & other supportive systems, especially on transferable jobs
- It is noted from the study that the shift in the Indian economy from essentially agrarian & rural based economy to a more capitalist and service oriented economy is significantly reducing the earning potential of CAPF personnel especially those with landed property hailing from rural and agricultural background

Environmental factors

- In the study, majority of the respondents felt that CAPF cadres are neither duly represented, nor allowed to participate in any of the decision making processes of the Ministry of Home Affairs.
- Majority of the respondents felt that the representation of senior CAPF cadre officials in the Ministry of Home Affairs is necessary so that the problems of CAPFs are represented at the appropriate level in the organization.
- It is found that the respondents felt that CAPFs have not been given due place of pride, and recognition for their services when compared to Army and Police
- It is revealed that the respondents felt that the broader environment in the country is not conducive for the CAPFs to discharge their duties without fear.
- It is significant to note that the majority of the respondents felt that CAPFs should be given a clear status & mandate in the national security structure in the internal security scenario in the country.

STAY INTERVIEWS OF NON-GAZETTED OFFICERS

- **Quantitative analysis of the response received for personnel questionnaires from the sample- (TABLE 7.11)**
- **Findings based on the analysis of the quantitative data received from the sample , (TABLE 7.12)**

TABLE 7.11 : Quantitative analysis of the response received for personnel questionnaires from Non-Gazetted officers (1058 No.s)

Note : please tick the relevant option. (d`i;k lacaf/kr ij lgh dk fu'kku yxkosa)	Yes (gki)	No (ugha)	Undecided (dg ugha ldrs)	Remarks
1. Are you happy to be in your organisation ? □□ □□□□ □□□□ □□□ □□ □□ \	770	172	116	
2. Did you get leave when required? D;k vkidks t#jr iM+us ij NqV~Vh feyrh gS\	706	242	110	
3. Did you get the no. of days of leave as per your requirement/plan? D;k vkidks viuh t#jr ds eqrkfcd fnuksa dh NqV~Vh feyrh gS\	629	326	103	
4. Are you satisfied with the way you are treated by your colleagues and immediate superiors ? D;k vki vius lgdfeZ;ksa vkSj ofj"B vf/kdkfj;ksa ds O;ogkj ls larq"V gS\	731	198	129	
5. Do you enjoy your work ? D;k vkidks vius dk;Z esa vkuan vkrk gS\	821	126	111	
6. Did you get rest/weekly off while on 12hrs deployment? D;k vkidks 12 ?kaVs rSukrh ds nkSjku lklrkfgd vodk'k feyk gS\	262	670	126	
7. Did you get weekly off as per your turn in 2013 ? D;k vkidks viuh ckjh ds vuqlkj 2013 esa lklrkfgd vodk'k feyk gS\	318	621	119	
8. Are you satisfied with the medical facilities ? D;k vki fpfdRldh; lqfo/kkvksa ls larq"V gSa\	330	656	72	
9. Are you satisfied with the posting policy? D;k vki foHkkx dh LFkkukarj.k uhfr ls larq"V gS\	339	638	81	

10. Do you get posting of your choice? D;k vkidks vius ilan dk LFkkukarj.k feyrk gS\	185	800	73	
11. Are you satisfied with promotions/career progression? D;k vki inksUufr@dSfj;j izxfr ls larq"V gS\	229	768	61	
12. Are you satisfied with living conditions? D;k vki vkoklh; lqfo/kkvksa ls larq"V gS\	383	606	69	
13. Are you satisfied with educational avenue for your wards? D;k vki vius cPpksa dks miyC/k 'kSf{kd lqfo/kkvksa@voljksa ls larq"V gS\	422	508	128	
14. Are you being relieved on posting in time ? D;k vkidks LFkkukarj.k ds nksjku le; ls NksM+k tkrk gS\	624	238	196	
15. Do you feel your contribution is recognized? D;k vkidk ;ksxnku ljgk tkrk gS\	725	212	121	
16. Are the Rules & Regulations are very tough and too strict in the name of discipline? D;k vuq'kklu ds uke ij vkidks dkQh l[r fu;eksa dk ikyu djuk iM+rk gS\	735	246	77	
Note : Please tick the relevant option.	Yes	No	Undecided	Remarks
17. Are you satisfied with Grievance Redressal mechanism? D;k vki foHkkx dh d"V@O;fDRxr leL;k fuiVkjks dh O;oLFkk ls larq"V gS\	496	429	133	
18. Are you satisfied with welfare measures in the unit/Force ? D;k vki dY;k.kdkjh xfrfof/k;ksa@fdz;kdykiksa@mik;ksa ls larq"V gS\	496	466	96	
19. Are you satisfied with recreational & social activities in your unit? D;k vki bdkbZ ds euksjatd vkSj lkekftd dk;Zdzeksa ls larq"V gS\	666	314	78	
20. Do you get sufficient time for sports/Games/exercise? D;k vkidks [ksydwn@O;k;ke ds fy, i;kZlr le; feyrk gS\	534	476	48	
21. Do you get sufficient time to attend to your domestic responsibilities? D;k vkidks viuh ikfjokfjd ftEesokfj;ksa dks iwjk djus dk i;kZlr le; feyrk gS\	232	766	60	
22. Do you get sufficient time to pursue you religious/spiritual needs? D;k vkidks viuh /kfeZd@vk;/kfRed vko';drkvksa dh	515	471	72	

iwfrZ ds fy, i;kZlr le; feyrk gS\				
23. Do you have access to your seniors for communicating your problem? D;k vki viuh leL;k ds laaca/k esa □□□□ ofj"B vf/kdkjh ls laidZ LFkfkfir dj ikrs gSa\	807	182	69	
24. Do you feel your expectations are being met with in the organization? D;k vkidh vk'kk,; laxBu esa iwjh gks jgh gS\	458	488	112	
25. If you are barrack living person, were you able to maintain relations with your family members? ;fn vki cSjd esa jgrs gSa] rks D;k vki vius ifjokjtuksa ls laidZ djus esa@laca/k ds fuokZg esa l{ke gS\	560	380	118	
26. Do you feel proud to be part of the organization you are in? D;k vkidks vius laxBu ij xoZ gS\	953	64	41	
27. Do you feel your services are respected at your place of work? D;k vkidks ,slk yxrk gS fd vkids dk;ZLFky ij vkidh lsokvksa dk lEeku fd;k tkrk gS\	684	165	113	
28. While at hard area posting was your family needs taken care of by the organization ? gkMZ ,fj;k LFkkukUrj.k ds nkSjku D;k vkidh ikfjokfjd vko';drkvksa dk /;ku laxBu ds }kjk j[kk x;k\	367	496	195	
29. Is rotation between hard area tenure & peace station tenure followed? D;k gkMZ ,fj;k ,oa 'kkUr LFkku esa dk;Zdky ds chp ds dze dk ikyu fd;k tkrk gS\	545	281	232	
30. While serving in hard area such as LWE/Naxal/Maoist infected/ CI/ Militant/ terrorism affected area is, the support systems provided ? D;k ys¶V foax mxzokn] uDly] ekvksokn] mxzokn] vkradokn izHkkfor dfBu {ks=ksa esa rSukrh ds nkSjku i;kZlr lgk;rk eqgS;k djok;h tkrh gS \	490	353	215	
31. Are the living conditions, while living in the hard area is satisfactory ? D;k gkMZ ,fj;k esa h vkoklh; ifjLFkfr;k; larks'ktud gS\	242	708	108	
32. Are the medical facilities in hard area postings is satisfactory? D;k gkMZ ,fj;k rSukrh ds nkSjku fpdfRldh; lqfo/kk,;i	307	622	129	

41. Do you feel your gender is any way affecting your functioning in force? D;k vki eglwl djrh gSa fd cy esa vki dkedkt ls fdlh Hkh rjg izHkkfor gSa ?	3	17	1	
42. Are you able to balance your work life and family life? D;k vki cy ds dk;Z ds lkFk&lkFk ikfjokfd thou larqfyr djus esa IQy gSa ;k ugha ?	3	2	16	

Socio-psychological Factors(lkekftd & ekufld dkjd^{1/2}

Note : Please tick the relevant option. (d`i;k lacaf/kr ij lgh dk fu'kku yxkosa)	Yes	No	Undecided	Remarks
1. Are you happy with your social status and social identity? vki viuh lkekftd fLFkfr vkSj lkekftd igpku ds lkFk [kq'k gSa ?	630	208	220	
2. Being a CAPF person do you feel, you receive respect and recognition on par with state police.? l'kL= cy dk lnL; gksus ds ukrs] vkidsk yxrk gS fd vki jkT; iqfyl ds leku lEeku vkSj igpku izklr dj jgs gSa	441	426	191	
3. Do you feel change of status from CPMF to CAPF has affected your official status and style of your functioning? vki eglwl djrs gSa fd lh ih ,e ,Q ls lh,ih,Q dh fLFkfr ifjorZu us vkidh vf/kdkfd fLFkfr vkSj vius dkedkt dh dk;Z 'kSyh dks izHkkfor fd;k gS A	383	313	362	
4. Do you feel that in a society where the dress code and social ethical and moral values are fast changing, it is becoming difficult for CAPF personnel to remain immune and unaffected by this change? D;k vki eglwl djrs gSa fd vki ,d ,sls lekt esa tgkW Ms ^{al} dksM vkSj lkekftd uSfrd vkSj uSfrd ewY; rsth ls cnysr jgs gSa] ogk; lh,ih,Q dkfeZd dks bl ifjorZu ls vizHkkfor jgus ds fy, eqf"dy gksrk tk jgk gS ?	515	227	316	
5. Do you feel that the cadre officers in the CAPFs, especially after change of nomenclature are left with a feeling of denial when it comes to being conferred with "IPS" as is the case with state police officials. This inturn drives in the fact that they are neither para-military nor a police force leaving 8.5 lakh CAPF personnel largely unsure of their identity?	461	182	415	

D;k vki eglwl dj jgs gSa fd [kkldj ukekadj.k ds i"pkr~ lh,ih,Q ds dkWMj vQlj jk'V ^a iksfyl dehZ ¼tks ßvkbZih,lp inRr fd, tk jgs gSa ½ dh rgyuk esa frjLdkj dh Hkkouk ls jg x, gSaA IR; ;g gS fd vc os u rks v/kZISfud ,oa u gh iqfyl cy gS] blfy, lhih,,Q ds 8 +5 yk[k dfeZ;ksa dks dkQh gn rd mudh igpku ds fy, vfuf"pr NksM+ fn;k x;k gSaa \				
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Economic Factors ¼ vkfFkZd dkjd½

Note : please tick the relevant option. (d`i;k lacaf/kr ij lgh dk fu'kku yxkosa)	Yes	No	Undecided	Remarks
01. Given the economic conditions prevailing in the country, do you feel CAPFs are adequately compensated for their multifarious role in National Security when compared to other sectors VIZ PSUs in Public sector private sector? ns'k esa izpfyr vkfFkZd ifjLFkr;ksa dks ns[kr gq,] D;k vkidsk yxrk gS fd lh,ih,Q dks jk'V^ah; lqj{kk esa mudh fofo/k Hkwfedk ds fy,] lkoZtfud {ks=ksa o futh {ks= ds midzeka dh rgyuk esa vrfjDr eqvkoth fn;k tk jgk gS \	275	539	243	
02. Given the increased cost of living conditions imposing compulsions of second household income on account of employment of spouse or from alternate source of earning, do you believe working in CAPF disables a force person to have additional source of income, due to frequent transferable nature of job. thou ;kiu dh yxrk esa gqbZ o`f) us] tgk; ifr o iRuh dh dekbZ ij nwljs ?kjsyw vk; dh foo'krk,W Fkksi nh] vki fo'okl djrs gSa fd lh,sih,Q esa ukSdjh dh yxrkj gLrkaj.kh; izd`fr ds dkj.k] vk; ds vrfjDr izksr u gksuk cy ds lnL; dks v'kDr dj fn;k gS A	586	217	255	
03. Do you feel, change of our economy from socialism to capitalism & resulting in materialism and consumerism oriented society is affecting the social status of CAPF personnel & is causing D;k vkidks yxrk gS] HkkSfrdokn vksj miHksDrkokn ewyd lekt esa ftlds ifj.kkeLo:lk iwathokn lektokn ls gekjh vFkZO;oLFkk dh ifjorZu ls lkekftd izHkkfor gks jgk gS tks lh,ih,Q dfeZ;ks dh fuEu fLFkfr ds dkj.k gS A iv) Stress ruko v) Dissatisfaction vlarks"k vi) Inadequacy vi;kZlrrk	554	166	338	
04. Do you feel the transferable nature of CAPFs is coming in the way of availing financial assistance(Housing/personal loan	373	262	472	

<p>schemes) from banks/financial institutions? D;k vkidks yxrk gS fd lhih,Q dh gLrkarj.kh; izd`fr vkidks cSdksa@foRrh; laLFkvksa ls vkfFkZd lgk;rk ¼ vkokl@O;fDrxr _.k ;kstukvksa ½ dk ykHk mBkus ds jkLrs esa vk jgh gS+A</p>				
<p>05. Increasing cost of higher education in our economy coupled with inadequate financial schemes to meet the same is affecting the wards CAPF personnel adversely? vi;kZlr foRrh; ;kstukvksa ds lkFk feydj gekjh vFkZO;oLFk esa mPp f'k{kk dh yxrk c<+ jgh gS ftldk lh,ih,Q ds cy lnL;ksa ds cPpksa ij izfrdwy izHkko gks jgk gS</p>	698	142	218	
<p>06. Do you feel increasing cost of medical treatment in our economy is putting a strain on the financial condition of CAPF personnel? D;k vkius eglwl fd;k gS fd gekjh vFkZO;oLFk esa fpdfRlk mipkj dh yxrk esa o`f} us lhih,Q dfeZ;ksa dh foRrh; gkyr ij ,d ncko Mkyk gS \</p>	675	160	223	
<p>07. Do you feel increased cost of living, in cost of food, clothing, housing, conveyance etc. is a major cause of stress & dwindling saving potential? D;k vkius eglwl fd, gS fd thou ;kiu dh c<+h gqbZ yxrk ls Hkkstu dh yxrk] oL=] vkokl] okgu vkfn ,d izeq[k dkj.k gS ftls laHkkfor cpr ?kV jgh gS o c<+r ruko dk dkj.k gSA</p>	711	145	202	
<p>08. Do you feel the attitude of the non-banking financial institutions, not to give loans on consumer durables such as mobiles, computers, TV, refrigerators etc. that have become day-to-day necessities is psychologically degraded & demeaning to CAPF persons, when the need for such requirements is constantly raised by the spouse & children? D;k vkidks yxrk gS fd xSj&cSfdax foRrh; laLFkvvksa dk joS;k ,slk gS tSls fd os miHkksDrk dh fVdkm oLrqvksa tSls eksckby Qksu] dal;wVj] Vhoh] fQzt vkfn tks fnu izfrfnu O;fDr dh vko';drk,a cu xbZ gSa mudks [kjhnus ds fy, lh,ih,Q O;fDrksa dks yksu ukeatwj djuk gS] tks vko";drk,i yxkrkj ifr iRuh o cPpksa ds }kjk mBkbZ tkrh gSa mudks ekufld rkSj ij voufr dj jgk gSA</p>	513	265	280	
<p>09. Do you feel CAPF personnel especially on transferable jobs are adversely affected by the breakdown of joint family & other supportive systems? D;k vkidks yxrk gS fd la;qDr ifjokj o lgk;x iz.kkfy;ksa ds VwVus dk izfrdwy izHkko lh,ih,Q ds dfeZ;ksa tks gLrkarj.kh; ukSdjh esa gSa] muds Åij gks jgk gS\</p>	659	138	261	

10. Do you feel the shift in our economy from essentially agrarian & rural based economy to a more capitalist and service oriented economy that is urban based, drastically reducing the earning potential of CAPF personnel especially those with landed property hailing from rural and agricultural background. Has this shift resulted in stressful situation? D;k vkidks yxrk gS fd gekjh vFkZO;oLFkk tksfd d`f`k iz/kku vkSj xzkeh.k iz/kku ls vf/kd iw;thokn vkSj Isok IEeq[k vFkZO;oLFkk dh rjQ ifjofrZr gks jgh gS mlls] mu lh,ih,Q dehZ tksfd xzkeh.k vkSj d`f`k iz/kku Lrj ls vkrs gSa] mudh vtZu{kkerk dks vfrxaHkhj {kfr igq;pk jgh gS] ftlls mudks ruko gks jgk gS \	535	213	310	
11. Do you feel occupational stress is affecting the force personnel? D;k vkidks yxrk gS fd O;kolkf;r ruko ls cy dkfeZd izHkkfor gks jgsa gSa \	588	221	249	
12. Do you feel the presence of occupational stress is accepted and duly redressed? D;k vkus O;kolkf;d ruko dh ekStwnxh dks Lohdkj dj fy;k gS vkSj mfpr jhfr ls mi;qZDr rkSj ij lq/kkj tk jgk gS \	399	348	311	
13. Do you feel the CAPF system has measures for destressors? D;k vki eglwl djrs gsS fd lh,ih,Q fILVe esa ruko dks eqDr djus ds lk/ku o mik;s gSa\	442	335	281	
14. Do you feel your views & opinions are valued and acted upon? D;k vki eglwl dj jgsa gSa fd vkids fopkj] jk; vkSj ewY;ksa dks ekU;rk nh tk jgh gS vkSj muds vuqlkj ppkZ dh tk jgh gS \	369	384	305	
15. Is there any change in deployment of force in CT/CI/AN/LIC operations after change in nomenclature from CPMF to CAPF (increase/ decrease/ remained same)? D;k lhVh@lhvkbZ@,,u@,yvkbZlh vkijs'kuksa esa Isuk dh rSukrh esa lhih,e,Q ls lh,ih,Q esa ukedj.k esa ifjorZu ds ckn dksbZ ifjorZ vk;k gS ¼o`f`@deh@,e leku½ A	232	346	480	
16. Has the change in nomenclature from CPMF to CAPF has affected the force? IF yes, please explain lhih,e,Q ls lh,ih,Q esas ukedj.k ds ifjorZu us D;k cy dks izHkkfor fd;k gSS \ ;fn gkW] d`lk;k le>k,WA	228	402	428	
17. Do you feel, multitasking and deployment in areas other than the mandate dictated by preamble of the respective Act of the force, has put pressure/burden on the force personnel? D;k vkus eglwl fd;k gS fd eYVhVklhdax vkSj vU; {ks=ksa esa rSukrh] tksfd IEcfU/kr vf/kfu;e dh izLrkouk o tukns'k ds	634	157	267	

vfrfjDr gS] cy dfeZ;ksa ij cks> Mky jgk gS \				
18. If yes, are you being compensated for the additional duties being performed at various levels? ;fn gkW] D;k vkids }jkk fofHkUu Lrjksa ij fd, tk jgs vfrfjDr izn'kZu ds fy, vfjDr 'kqYd dk eqvotk fn;k tk jgk gS \	272	479	307	

Environmental Factors (ekgkSy dkjd'½

Note : please tick the relevant option.	Yes	No	Undecided	Remarks
1. Do you feel CAPF cadres are duly represented & are able to participate in decision making processes of the MHA? D;k vkidks eglwl gks jgk gS esa lh,-,ih,Q dSMj dks fof/kor izrfuf/kRo dj jgs gSa vkSj x`g ea=ky; ds fu.kZ; ysus dh izfdz;k esa Hkkx ysus esa l{ke gSa \	456	262	340	
2. presence of senior CAPF cadre officials in the ministry of Home Affairs is necessary so that problems of CAPFs are represented at the appropriate level unabridged? D;k vkidks yxrk gS fd mi;qZDr fu.kkZ;d izfdz;k esa Hkkx ysus ds fy,] x`g ea=ky; esa lh,ihQ ds mPp Lrjh dkMj vQljksa dh ekStwnxh vko`d gS] rkfd i;kZlr Lrj ij lh,ihQ dh leL;kvksa dks izLrqr dj ldsa \	681	115	262	
3. Where do the CAPFs stand, Vis-à-vis the Army & the police? Isuk vkSj iqfyl dh rpyuk esa lh,-,ih,Q dk D;k vfLrRo gSaa ?	257	294	507	
4. Do you feel the broader environment in our country is conducive for the CAPFs to discharge their duties without fear or favour? D;k vkidks yxrk gS fd vkt ns`k dk ekgkSy fcuk i{kikr vkSj fuMj gksdj fuoZgu djus ds fy, lh,ih,Q ds vuqdwy gSO \	374	386	298	
5. Given the internal security scenario in the country, do you feel, CAPFs should be given a clear status in the security structure of our country & a clear mandate? ns`k esa vkarfd lqj{kk ifjn`; dks ns[krs gq,] D;k vkidks yxrk gS fd lh,ih,Q dks gekjs ns`k ds lqj{kk <kaps esa ,d Li"V ntkZ fn;k tkuk pkfg,\	821	61	176	

- Findings based on the analysis of the quantitative data received from the sample of NGOs is given in , (TABLE 7.12)

Table 7.12: FINDINGS OF THE STUDY FOR NGOs

Organizational factors (including operational factors)

Organizational factors (including operational and financial factors)

- Majority of the respondents felt happy working with the organization.
- It is found that majority of the respondents felt that they able to avail leave when required.
- It is noted that the respondents can avail leave as per their requirement / plan.
- Surprisingly, it is found that the majority of the respondents felt that they are denied to get leave when they needed it.
- Majority of the respondents are satisfied with the way they are treated by their colleagues and immediate superiors.
- It is revealed that the respondents have enjoyed their work
- It is noted from the study that the majority of the respondents revealed that the reasons for shortage of manpower in CAPFs are deficiency in unit, additional commitments such as IS duty/election duty, additional duty post deployment not covered by survey.
- It is found that the majority of the respondents felt that they did not get rest/weekly off while on 12hrs deployment and also they are not offered weekly off as per their turn in a year.
- It is noted that the majority of the respondents felt that they are not satisfied by the medical facilities provided in the organization.
- It is inferred that the majority of the respondents felt that they are not satisfied with the posting policy and also revealed that they are not posted according to their choice.
- It is found that they are not satisfied with the educational avenue for their wards
- It is revealed that they have been relieved on posting in time.
- Majority of the respondents felt that their contribution have been recognized by the organization.

- It is inferred that the respondents felt that the rules & regulations are very tough and too strict in the name of discipline
- It is revealed that the respondents are satisfied with the grievance redressal mechanism
- It is found that the respondents are satisfied with the welfare measures
- It is noted that the respondents are satisfied with the recreational & social activities provided by the unit /force.
- It is inferred that they get sufficient time for sports/games/exercise and also to pursue their spiritual/religious needs.
- Majority of the respondents felt that they did not get sufficient time to attend their domestic responsibilities and also they are unable to maintain relationship with the family members
- It is revealed that the majority of the respondents felt that they have access to communicate their problems to the seniors.
- It is found that the majority of the respondents felt proud to be a part of the organization
- It is inferred that the respondents felt that their services are respected at work place
- It is noted that period/length of tenure is high in hard areas viz.LWE/Naxal/Counter Insurgency/Militancy/Terrorism affected areas
- It is a noticeable fact that the majority of the respondents felt that their family needs are not taken care of by the organization.
- It is found that the job rotation between hard area tenure and peace station tenure is followed by the organization.
- It is noted that the support system is provided to the CAPF while serving in hard areas like LWE/Naxal/Counter Insurgency/Militancy/Terrorism affected areas.
- It is revealed that the majority of the respondents felt that they are not satisfied with the living conditions while living in hard areas.
- It is found that the majority of the respondents felt that they are not satisfied with the medical facilities in hard area postings.
- It is noted that the respondents felt that the posting of CAPF is not provided according to their choice of peace station following Hard area tenure
- It is found that the majority of the respondents felt that they are equipped efficiently in terms of clothing, arms, equipment and so on.
- Majority of the respondents felt that they are thinking soldiers.
- It is a noticeable fact that they receive encouragement from their superiors for giving creative ideas and suggestions
- Majority of the respondents felt that Improvement is needed for creating conducive environment for thinking.

- It is found that the majority of the respondents did not have additional skills such as IT, Accounts, Legal and so on.
- It is revealed that they get due recognition and monetarily compensated for the additional capabilities with which they contribute to the organization
- Majority of the respondents felt that their additional qualifications/Skills/capabilities are not given any extra weightage in the career progression/ promotion.
- It is noted that the majority of the respondents felt stress/anxiety/tension while on duty.

Socio-Psychological factors

- Majority of the respondents felt happy about their social status and social identity in the society.
- It is found that majority of the respondents felt that they have received respect and recognition in society on par with state police
- In the study, the respondents felt that the status from CPMF to CAPF has affected the official status and style of functioning in the organization
- The majority of the respondents in the study felt that, it is becoming difficult for CAPF personnel to remain immune and unaffected by the change in the society where the dress code and socio, ethical and moral values are fast changing.
- It is revealed that the respondents felt that the cadre officers in the CAPFs are left with a feeling of denial when it comes to being conferred with "IPS" as is the case with state police officials. This in turn drives in the fact that they are neither para-military nor a police force leaving 8.5 lakh CAPF personnel largely unsure of their identity, especially after change of nomenclature.

Economic factors

- Majority of the respondents felt that the compensation of CAPFs for their multifarious role in National Security is inadequate when compared to other sectors in the country.
- It is revealed that the majority of the respondents felt that CAPF disables a force person to have additional source of income, due to frequent transferable nature of job whereas increased cost of living conditions imposing compulsions of second household income for the alternate source of earning.
- It is significant to note that the respondents felt that the social status of CAPF personnel is affected by the change of our economy from socialism to capitalism which results in materialism and consumerism oriented society. This causes stress, dissatisfaction and inadequacy among CAPF personnel.

- It is found that the majority of the respondents felt that inadequate financial scheme is affecting both the higher education of the CAPF wards and medical treatment of CAPF personnel adversely.
- It is noted that majority of the respondents felt that increased cost of living, cost of food, clothing, housing, conveyance etc. is a major cause of stress & dwindling saving potential.
- Majority of the respondents felt that the attitude of the non-banking financial institutions for not advancing loans, due to transferable nature of job ,on consumer durables such as mobiles, computers, TV, refrigerators etc. is psychologically degrading & demeaning to CAPF persons.
- It is revealed from the study that the CAPF personnel are adversely affected by the breakdown of joint family & other supportive systems, especially on transferable jobs
- It is noted from the study that the shift in the Indian economy from essentially agrarian & rural based economy to a more capitalist and service oriented economy is significantly reducing the earning potential of CAPF personnel especially those with landed property hailing from rural and agricultural background
- It is revealed that occupational stress is highly affecting the force personnel in the organization and redressal mechanism for occupational stress is also available for the personnel.
- It is found that the majority of the respondents said that the CAPF system has measures for destressors in the organization
- It is noted that the change in nomenclature from CPMF to CAPF has not affected the force
- It is revealed that the respondents felt that the deployment of force in CT/CI/AN/LIC operations after change in nomenclature remained same and has not affected the force in general.
- It is found that the respondents felt that multitasking and deployment in areas other than the mandate dictated by preamble for the CAPFs has put pressure and burden on the force personnel and also they are not compensated for the additional responsibilities assigned to them at various levels.

Environmental factors

- In the study, majority of the respondents felt that CAPF cadres are duly represented and participated in the decision making processes of the Ministry of Home Affairs.

- Majority of the respondents felt that the representation of senior CAPF cadre officials in the Ministry of Home Affairs is necessary so that the problems of CAPFs are represented at the appropriate level in the organization.
- It is found that the respondents felt that CAPFs have not been given due place of pride, and recognition for their services when compared to Army and Police
- It is revealed that the respondents felt that the broader environment in the country is not all conducive for the CAPFs to discharge their duties without fear.
- It is significant to note that the majority of the respondents felt that CAPFs should be given a clear status & mandate in the national security structure in the internal security scenario of the country.

PART C:

Analysis of qualitative feedback received for general open ended questions in the personnel questionnaires, in terms of

- 1) **Their opinion with regard to the factors contributing to Attrition in CAPFs in general and in particular BSF - GOs and NGOs, is enlisted below in detail, unabridged , rank wise**

**QUALITATIVE FEEDBACK ON FACTORS CONTRIBUTING TO ATTRITION IN
BSF, BY THE FORCE PERSONNEL IN THE RANK OF CONSTABLE**

ORGANIZATIONAL FACTORS

1. Follow UN standards of Act and Rules
2. Lack of good and cordial relationship between officers and Jawan required
3. Lack of quality and better living condition / accommodation
4. Absence of basic infrastructure at border outposts
5. Improper Leave management
6. Improper posting policy and unwarranted choice of posting
7. ABSENCE OF Good living condition , required especially at difficult terrains
8. Deprived of family life
9. The Gap of understanding between officer and men to be reduced
10. Too much constraints in the name of discipline
11. Lack of Practical rules and regulation
12. Too much of centralization of power
13. Frequent transfers
14. Entrusting multiple operational/ Administrative duties.
15. Lack of proper communication with families from remote deployment
16. Misuse of official powers
17. Not recognized for prompt compliance of operational assignments
18. Decision making discretion should be decentralized
19. Lack of motivation in lower rank
20. Lack of impartial approach from all cadres
21. Long and restless duty hours
22. Maximum output extracted with minimum existing resources
23. Similar nature of work is entrusted irrespective age factors and service rendered
24. Impractical orders of superiors
25. Over work load, no relaxation and recreation facilities
26. Hectic operational schedules
27. Lack of optimized use of modern technology and gadgets
28. Independent and centralized agency to monitor operational and administrative functioning
29. Excessive Unwanted assignments and deployments
30. Pressure due to unscheduled operational deployments in name of various internal security duties
31. Camel cavalry in border area.
32. Slow promotion affects the career progress
33. Reservation in promotion
34. Unwelcome departmental entry scheme
35. Lack of New rank structures to increase promotional avenues

36. Monotonous nature of work rendered in the same rank
37. Absence of promotions in the initial stages demoralizes
38. Lengthy qualifying service and superannuation period
39. Inadequate Modernization of security system and equipments , which can reduce stress and man power if modernization is resorted to
40. Lack of proper counselling and stress management measures
41. Absence of employment prospects for retired CAPF personnel at par with defence
42. Attrition in CAPF is not paid attention and proper study for redressal not made by the organization
43. Absence of dedicated and effective grievance redressal mechanism
44. Unnecessary harassments and mental stress
45. Individual expectation not met by the organization.
46. Allowance not paid properly
47. Welfare instructions not issued timely
48. Unwarranted procedures involved in seeking financial emoluments.
49. Lack of welfare facilities like CSD, Medical etc
50. Remuneration not commensurate with the risk and hardship involved in hard areas
51. Lack of family accommodation at border areas
52. Weekly off not being given regularly, putting stress on jawans of CAPFs
53. Orthodox method of force management
54. Lack of Quality & standard in procurements

SOCIO- PSYCHOLOGICAL FACTOR

1. Impossibility to enhance socio- economic status of family
2. Cut off from the main stream of the society
3. Not able to comply social responsibilities
4. Social status to be enhanced by means of special privilege to CAPF family members by concerned state government
5. Desire to be treated with self respect

ECONOMIC FACTOR

1. Absence of pension policy
2. Salary not at par with others, Force personnel serving the need of national security should be paid the highest
3. Various and generous loan to be granted with minimum formalities to CAPF personnel to enhance their living condition, future security and to meet the educational / status of children/ family members.
4. Lengthy Paper formalities for financial claims and claim to be granted as per entitlement
5. Lack of proper financial settlements for low Medical category personnel
6. Lack of adequate financial schemes and programs for CAPF personnel
7. No Communication allowance for CAPF personnel
8. Big margin of pay between lower and higher ranks
9. Unsecured future liabilities

ENVIRONMENTAL FACTOR

1. Non-provision of Special powers and protection to CAPF personnel is required at sensitive places of deployment
2. Lack of timely and prompt concern from state authorities towards the issues of CAPF personnel
3. Personnel are treated in indifferent manner irrespective of service rendered

**QUALITATIVE FEEDBACK ON FACTORS CONTRIBUTING TO ATTRITION IN
BSF, BY THE FORCE PERSONNEL IN THE RANK OF HEAD CONSTABLE**

ORGANIZATIONAL FACTORS

1. Mental stress due to frequent and tough nature of operational deployment
2. Prolonged duty hours without adequate rest
3. Lack of better living conditions required during operational deployments
4. Pressure by superiors
5. Deficiency of man power
6. Misuse of man power
7. Lack of modern operational working methodology
8. Ineffective utilization of manpower
9. Weekly rest not given regularly
10. Lack of transportation facilities to meet the basic needs
11. Lack of Quality training
12. Lack of proper infrastructure required at border posts including lock up facilities
13. Unplanned operational deployments
14. Lack of proper infrastructure management required during operational movements
15. Lack of modernization in Fire power
16. Technical cadres to be separated and function centrally
17. Lack of communication facilities to get in touch with close associates
18. Unlimited logistics required at border posts
19. Hectic duty schedule at border posts
20. According of priority to the direction of higher formations on operational matters ,
and negligence of welfare matters
21. Lack of focus on infrastructure development to meet operational requirement
22. Work stress of commanding cadres
23. Non-Entrusting of operational duties as per age groups
24. Deficiencies in Posting policy to be reviewed
25. Improper Leave policy
26. Lack of Uniform, clear and transparent policies in other administrative matters
27. Lack of Cordial and smooth relationship between officer and jawans.
28. Constraints on account of additional commitment due to IS duty, election duty and
various other security duties
29. PRESSURE FROM SENIOR COMMAND STRUCTURE
30. ABSENCE OF Home zone tenure to be provided at least after twenty years of service
31. Delay in promotion
32. Promotional stagnation resulting in monotonous nature of duty at par with newly
recruited personnel .At least six promotion is needed in entire service and early

- promotions to be granted
33. No consideration in duty in accordance with service rendered.
 34. Lack of pension policy
 35. Reservation in promotion
 36. Lengthy Qualifying service and lack of post-retirement rehabilitation as seen in Defence Services.
 37. Vacancies of man power
 38. Absence of Dedicated and effective grievance redressal mechanism .Simplified and quick procedures required for redressal of personal grievances
 39. Long duration in grant of MACP
 40. Lack of Better and attractive prospects in comparison to civil life
 41. Delay in processing of bills on financial claims
 42. Financial up-gradation affected due to medical or disciplinary reasons
 43. Lack of prompt and due attention to medically ailing personnel
 44. Lack of specialist doctors
 45. Lack of quality yearly medical checkup taking into account psychological health also.
 46. Problems on account of lack of Quality in Standard of procurements
 47. Lack of freedom to speak and express
 48. Improper treatment by superiors hurting the self respect of individuals, due to inhuman approach towards subordinates , resulting in lack of understanding of the problems of sub-ordinates.

SOCIO- PSYCHOLOGICAL FACTORS

1. Lack of employment prospects for retired CAPF personnel at par with defense
2. Unsecured future financial liabilities is a cause of concern to CAPF personnel
3. Inability to settle family issues and comply with social responsibilities
4. Lack of reservation for CAPF wards in Jobs and educations
5. Feels cut off from main stream of society

ECONOMIC FACTORS

1. Financial benefits are very low in comparison to service rendered
2. Financial benefits not at par with defence
3. A constable of Punjab police paid handsomely in comparison to constable of CAPF
4. Lack of facilities and infrastructure as that of defence services , since CAPFs are also engaged in serious conflict situations as LIC/AN/SCW etc.
5. Allowance not in accordance with operational conditions and duty sensitivity
6. One rank one pension
7. Absence of facility of easy and generous loans on marginal interest rates
8. Poor medical facilities
9. Lack of various financial schemes and programs for CAPF personnel
10. Allowances on par with defence services, since these are engaged in National Security with high risk job
11. MCO facility required for CAPF and air warrant to be issued
12. Hard work not being compensated by means of additional remunerations
13. Tax exemption is required

ENVIRONMENTAL FACTORS

1. Lack of certain law and order powers with CAPFs
2. Lack of family accommodation required at disturbed areas
3. Due recognition to the Services of CAPF personnel is required.

QUALITATIVE FEEDBACK ON FACTORS CONTRIBUTING TO ATTRITION IN BSF, BY THE FORCE PERSONNEL IN THE RANK OF ASSISTANT SUB INSPECTOR

ORGANIZATIONAL FACTORS

1. Tough and unpleasant nature of duty
2. Improper structuring of operational duty hours.
3. Poor transportation facility
4. Poor living condition at operational areas
5. Below standard infrastructure at BOPs / FDLs
6. Lack of Quality clothing and equipments required at difficult terrain & difficult climatic conditions
7. Lack of latest technology and advance equipments to give support to the operational strength of force
8. Restless operational duty
9. Inadequate quality in training
10. Need to connect every employee with technology for prompt communication and to meet the operational need
11. Monotonous nature of duty
12. Absence of modern surveillance system
13. Mismatch between duty and efficiency of man power
14. Additional burden of IS duties
15. Misuse of man power and resources
16. Non productive personnel not segregated from operational troops
17. Too many attachment duties resulting in inadequate available strength
18. Improper roads at border posts
19. Vacancies of man power
20. Leave issues
21. Improper posting policies
22. Non-Sanction of timely leave
23. Absence of Home state posting after considerable period of service
24. Lack of regular Weekly rest
25. Personnel on sports quota not to be utilized in operational duties.

26. Unwanted rules and regulation to be abolished and transparent/clear policies to be framed.
27. Economy based reservation policies instead of caste based is required
28. Timely and fast promotions required
29. Reservation in promotion not welcomed
30. Departmental entry scheme not welcomed, to be compensated by promotions.
31. Length of Qualifying service and superannuation period to be reduced
32. Lack of cadre review to create new rank structure to create promotional avenues.
33. Absence of dedicated and effective grievance redressal mechanism , to be developed with assistance of Ex-CAPF officials
34. Responsibility to be framed for each and every level
35. Too much of constraints in the name of discipline.
36. Long duration in grant of MACP
37. Financial up-gradation should not be affected due to medical or disciplinary reasons

SOCIO- PSYCHOLOGICAL FACTORS

1. Lack of freedom to express
2. Rude behavior of superiors
3. Predetermined decisions of superiors without proper verification.
4. Feels cut off from the main stream of the society
5. Generation gap between young recruit and the serving experienced personnel
6. Not able to comply with social responsibilities.
7. A senior and junior employee in the same rank treated equal

ECONOMIC FACTORS

1. Financial benefits are very low in comparison to service rendered, not on par with defence
2. A constable of Punjab police paid handsomely in comparison to constable of CAPF
3. Non-provision of facilities and infrastructure of defence to CAPF also
4. Allowance not being in accordance with operational conditions and duty sensitivity
5. One rank one pension to be introduced
6. Absence of Easy and generous loan on marginal interest rates
7. Poor medical facilities
8. Delay in processing of bills on financial claims
9. Lack of various financial schemes and programs for CAPF personnel
10. Allowances not being on par with defence services, in spite of the fact that these are engaged in National Security with high risk job
11. Hard work not compensated by means of additional remunerations
12. Tax exemption is required
13. MACP margin to be reduced and at least 05 financial up gradation are required

ENVIRONMENTAL FACTORS

1. Lack of family accommodation required at disturbed areas
2. Lack of cordial relationship between ranks
3. Communication gap between various ranks
4. Lack of recognition to the service and duty rendered

5. Lack of Proper medical care at remote deployments
6. Lack of 100 % family accommodation
7. Absence of Civil lifestyle at least to a certain limit.
8. Lack of support of local bodies to CAPF family members
9. Technological advancement, modernization of equipments and quality procurement should be made
10. Services of CAPF personnel not duly recognized

**QUALITATIVE FEEDBACK ON FACTORS CONTRIBUTING TO ATTRITION IN
BSF, BY THE FORCE PERSONNEL IN THE RANK OF SUB INSPECTORS**

ORGANIZATIONAL FACTORS

1. Pressure of superiors and excess work load
2. Insufficient manpower required to meet the operational needs
3. Absence of Structured operational duty hours
4. Lack of ample rest period
5. Improper living conditions at operational field areas .
6. Absence of Modern and advance surveillance system
7. Burden due to additional internal security duties.
8. Inadequate Transportation facilities
9. Local inhabitants to be posted at LWE affected areas.
10. Operational cadres not to be utilized for administrative duties.
11. Misuse of Manpower and resources
12. Lack of Proper rotation policy in operational deployments
13. Improper leave management
14. Absence of policy of Home posting after considerable period of service
15. Too many attachment duties thereby reducing the available effective strength
16. Manpower deficiency due to large no. of vacancies
17. Lack of Modernization of work force
18. Timely promotions not accorded
19. Direct entry scheme not welcomed
20. Reservation policies to be changed
21. Lack of attention towards restructuring of promotional avenues
22. Lengthy Qualifying service and superannuation period
23. Absence of effective and dedicated grievance redressal mechanism
24. Too high Organizational expectation with minimum existing resources
25. Lack of quality equipment coupled with quality C & E to overcome operational difficulties and climatic conditions
26. Strong fear of medical categorization more aimed at hurting the interests of the individual rather than concern for the person ,resulting in concealing the important medical issues of the individual

SOCIO- PSYCHOLOGICAL FACTORS

1. Nature of duty deprives force persons of family life

2. Inability to fulfill social responsibilities
3. Hurt to the Self respect of individual
4. A Feeling of insecure future, liabilities of wards and families of CAPF personnel.
5. Feels cut off from the main stream of society
6. Absence of freedom to express thoughts and feelings
7. Lack of Cordial relationship between all ranks and the resultant communication gap

ECONOMIC FACTORS

1. CAPF not paid at par with defence.
2. Lack of Pension policy
3. Inadequate Welfare measures to address the future liabilities of CAPF personnel.
4. Lack of immediate financial assistance to CAPF personnel at the time of extreme need
5. Paid very less in comparison to the service rendered
6. Not able to adapt with the fast growing economic change in society
7. Absence of generous and quick loan facilities
8. Lack of due and timely compensation to Martyr's family members
9. One rank one pension to be implemented
10. Lack of sufficient medical allowances

ENVIRONMENTAL FACTORS

1. Lack of family accommodation required at disturbed areas and newly married not able to spend at least 02 years of his family life at family station.
2. Poor standard of boarding and lodging

QUALITATIVE FEEDBACK ON FACTORS CONTRIBUTING TO ATTRITION IN BSF, BY THE FORCE PERSONNEL IN THE RANK OF INSPECTOR AND SUBEDAR

MAJOR

ORGANIZATIONAL FACTORS

1. Tough working conditions
2. Adequate rest and relief measures required
3. Unwanted fatigue to be avoided
4. Review old operational working pattern
5. Lack of modernization of working force and structure
6. Mismanagement of man power
7. Additional operational burden on account of internal security duties
8. Need for modern surveillance system
9. Improper Operational deployment
10. Slow promotions
11. Availability of better prospects in civil life
12. Absence of Time scale promotion or pay upgradation
13. Inadequacies in Leave policy
14. Improper posting policies
15. Non-consideration in Home posting even after considerable period of service
16. Lack of transit facilities at major cities

17. Manpower deficiency
18. Frequency of postings
19. Attachment duties
20. Pressure due to regimental duties

SOCIO- PSYCHOLOGICAL FACTORS

1. Deprived of family life
2. Fast changing standard of living in the society
3. Not able to comply with social responsibilities
4. Unwanted facilitation to higher command and pressure of inspecting officers
5. Remark of junior officer be considered in seniors APAR
6. Absence of an effective and dedicated grievance redressal mechanism
7. Very high Stress levels at BOPs and HQrs
8. Lack of communication between men and his family members
9. Lack of transparency and clarity in the policies framed
10. Unwanted chaos created due to visit of higher cadres
11. Growing concept of nuclear family a major concern

ECONOMIC FACTORS

1. Poor Pay Structure
2. Insecure feeling towards future financial liabilities of Children and family.
3. Lack of welfare measures.
4. Gap in pay structure between lower rank and higher rank
5. Meager Allowances , not commensurate with the risk and hardship involved in the job
6. No pension policy
7. Lengthy , elaborate and complicated procedure for seeking financial benefits to be reduced

ENVIRONMENTAL FACTORS

1. Unfavorable living conditions at operational area
2. Lack of Family accommodation at hard areas
3. Weak welfare oriented approach of higher cadres towards lower cadres
4. Lack of transparency in working environment , along with fear psychosis
5. Lack of Cordial relationship and behavior between all cadres
6. Complicated administrative/operational procedures
7. Non-Delegation of decision making powers
8. Poor infrastructure
9. Improper and unidirectional decision of higher cadres

NOTE: THE QUALITATIVE FEEDBACK RECEIVED FROM THE VARIOUS RANKS OF GAZETTED OFFICERS OF THE FORCE WAS FURTHER ANALYSED TO SEE , AS TO WHICH FACTOR HAS BEEN REPEATEDLY MENTIONED BY THE REPONDENTS , SO AS TO ARRIVE AT THE MOST CRITICAL CONTRIBUTING FACTORS THAT ARE RESPONSIBLE TO A

MAXIMUM EXTENT FOR CAUSING ATTRITION IN CAPFS, AS PER THE OPINION OF THE SAMPLE POPULATION OF GOS OF BSF . THE SAME IS GIVEN IN THE TABLE 7.13 GIVEN BELOW:

TABLE 7.13: QUALITATIVE FEEDBACK ON FACTORS CONTRIBUTING TO ATTRITION IN BSF, BY THE FORCE PERSONNEL IN THE RANK OF ASSISTANT COMMANDANT

<u>ORGANIZATIONAL FACTORS</u>	Number of officers who suggested this as a contributing factor for attrition
1. Lack of promotions	36
2. Posting Issues	22
3. Stress factor	21
4. Burden of additional duty	18
5. Leave Problem	11
6. Monotonous and long duty hours	06
7. Grievance redressal mechanism	06
8. Dictatorship and pressure of seniors	05
9. Operational deficiency of manpower	02
10. Man management problem	02
11. Over burdened by hard work	02
12. Zero error syndrome	02
13. Prevalence of orthodox force culture	01
14. Improper training not matching with nature of duties	01
15. Proper accountability to be ascertained at each and every level	01
16. No weekly off and rest	01
17. No representation of CAPF at policy making level	01
<u>SOCIO- PSYCHOLOGICAL FACTORS</u>	
1. Nuclear family	01
2. Sexual need	01
3. Physical and psychological reasons	01
<u>ECONOMIC FACTORS</u>	
1. Low Pay and allowances	33
2. NPS and force allowance	03
3. Low compensation	02
4. Old pension system to be restored	01

5. Ex Service -Man status	01
<u>ENVIRONMENTAL FACTORS</u>	
1. Lack of family accommodation/family life/social life	35
2. Lack of proper Medical Care	11
3. Poor accommodation and life style	09
4. No brotherhood feelings and behavior among force personnel	03
5. Lack of infrastructure	01

**QUALITATIVE FEEDBACK ON FACTORS CONTRIBUTING TO
ATTRITION IN BSF, BY THE FORCE PERSONNEL IN THE RANK OF
DEPUTY COMMANDANT**

<u>ORGANIZATIONAL FACTORS</u>	Number of officers who suggested this as a contributing factors
1. Hard , Monotonous duty , long duty hours and stress	45
2. Improper Posting Policy	27
3. Welfare measure and medical facilities to be enhanced	26
4. Lack of promotions	20
5. Work Load and Stress	20
6. Leave Constraints	12
7. Excessive duty hours	06
8. Inadequate rest , relief and recreational facility	04
9. Poor working condition	02
10. Opaque transfer policy	02
11. Long chain of supervisory officers	01
12. Attachment duties are on the higher side	01
<u>SOCIO- PSYCHOLOGICAL FACTORS</u>	
1. Deprived of family life	36
2. Education problem for wards	15
3. Indifferent attitude of seniors	07
4. Nuclear family and domestic problems	06
5. Zero error syndrome	04
6. Better opportunities in PSUs	01
7. Grievance redressal mechanism to be strengthened	01

<u>ECONOMIC FACTORS</u>	
1. Low Pay and allowances	44
2. Old pension system to be restored	01
3. NPS and force allowance	01
<u>ENVIRONMENTAL FACTORS</u>	
1. No social status and Identity	25
2. Lack of family accommodation/and poor living condition	15
3. Poor Infrastructure	07
4. Poor welfare policies and medical facilities	06
5. Not able to address family responsibilities	05
6. Lack of support by civil administration to CAPF personnel	01
7. Colonial and dictating rules in force	01
8. Non recognition of CAPF work	01
9. Lack of immunity to CAPF personnel while discharge of duties, contributed by factors such as human rights, Law and Order, Civil rights etc.	01
10. Gap between expectation and satisfaction	01
11. Inequality in equal status when compared with army	01
12. Lack of separate cadre of ministry for CAPF	01

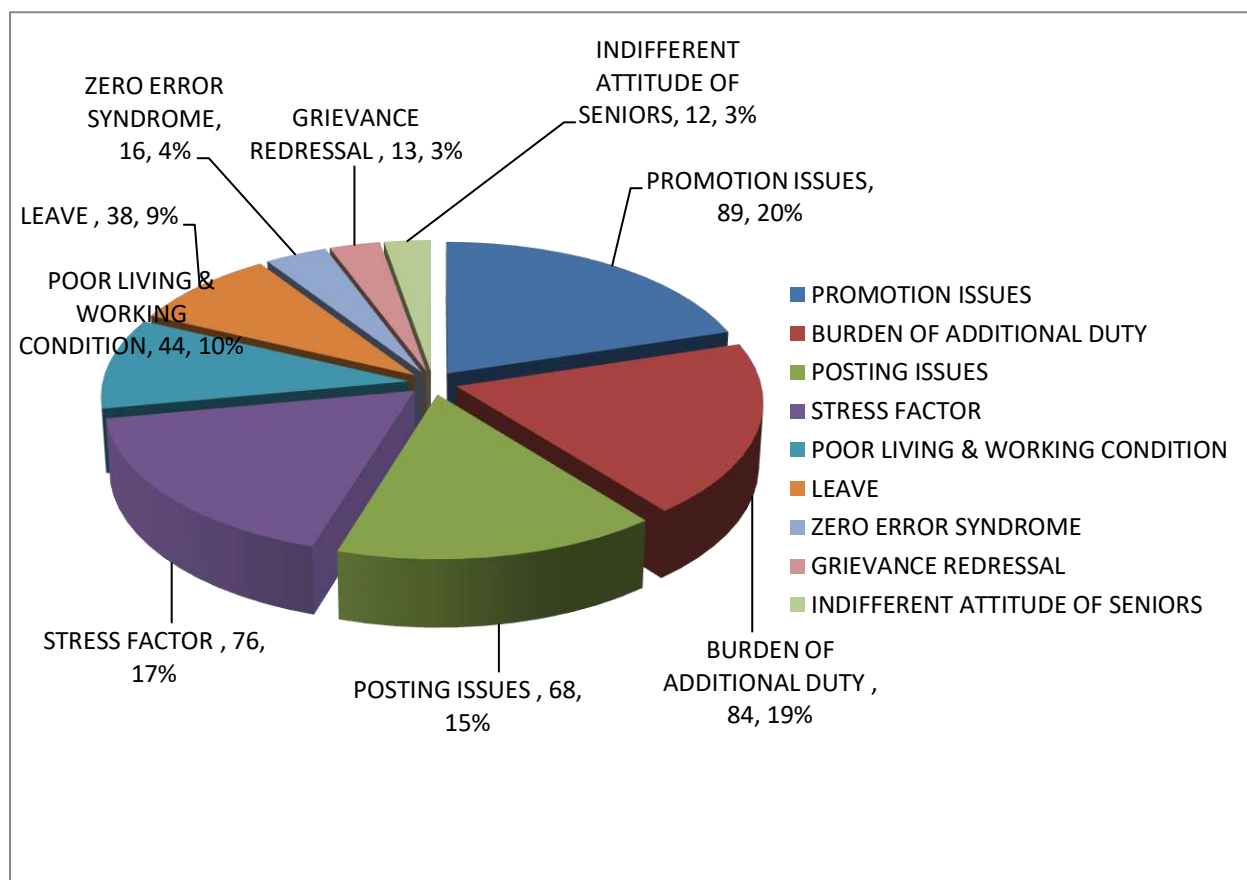
QUALITATIVE FEEDBACK ON FACTORS CONTRIBUTING TO ATTRITION IN BSF, BY THE FORCE PERSONNEL IN THE RANK OF *COMMANDANT & 2 I/C*

<u>ORGANIZATIONAL FACTORS</u>	Number of officers who suggested this as a contributing factors
1. Poor living and working condition	42
2. Long duty hours and stress	35
3. Slow promotion	27
4. Opaque posting policy	17
5. Leave constraints	15
6. Zero error syndrome	10
7. Monotonous nature of job	07
8. Career Stagnation	06

9. Poor grievance redressal mechanism	06
10. Frequent inspections	02
11. Trust Deficit	02
12. No cadre personnel involved in policy making	01
<u>SOCIO- PSYCHOLOGICAL FACTORS</u>	
1. Family issues and nuclear family	41
2. Absence of social life	27
3. No family life /accommodation	15
4. Social recognition	<u>05</u>
<u>ECONOMIC FACTORS</u>	
1. Disparity in pay and allowance between CAPF and Defence	30
2. Sound Pay structure and economic status is required	<u>27</u>
3. Better avenues outside	05
<u>ENVIRONMENTAL FACTORS</u>	
1. No recognition and identity crisis	06
2. Lack of support by civil administration	01

THESE ABOVE-MENTIONED RESPONSES OF GAZETTED OFFICERS OF THE FORCE VIZ BSF FROM ASST.COMMANDANT TO CAMMANDANT HAVE BEEN SHOWN IN THE BELOW GIVEN PIE – CHARTS CLEARLY SHOWING THE MAJOR CAUSATIVE FACTORS RESPONSIBLE FOR ATTRITION IN EACH OF THE CATEGORY.

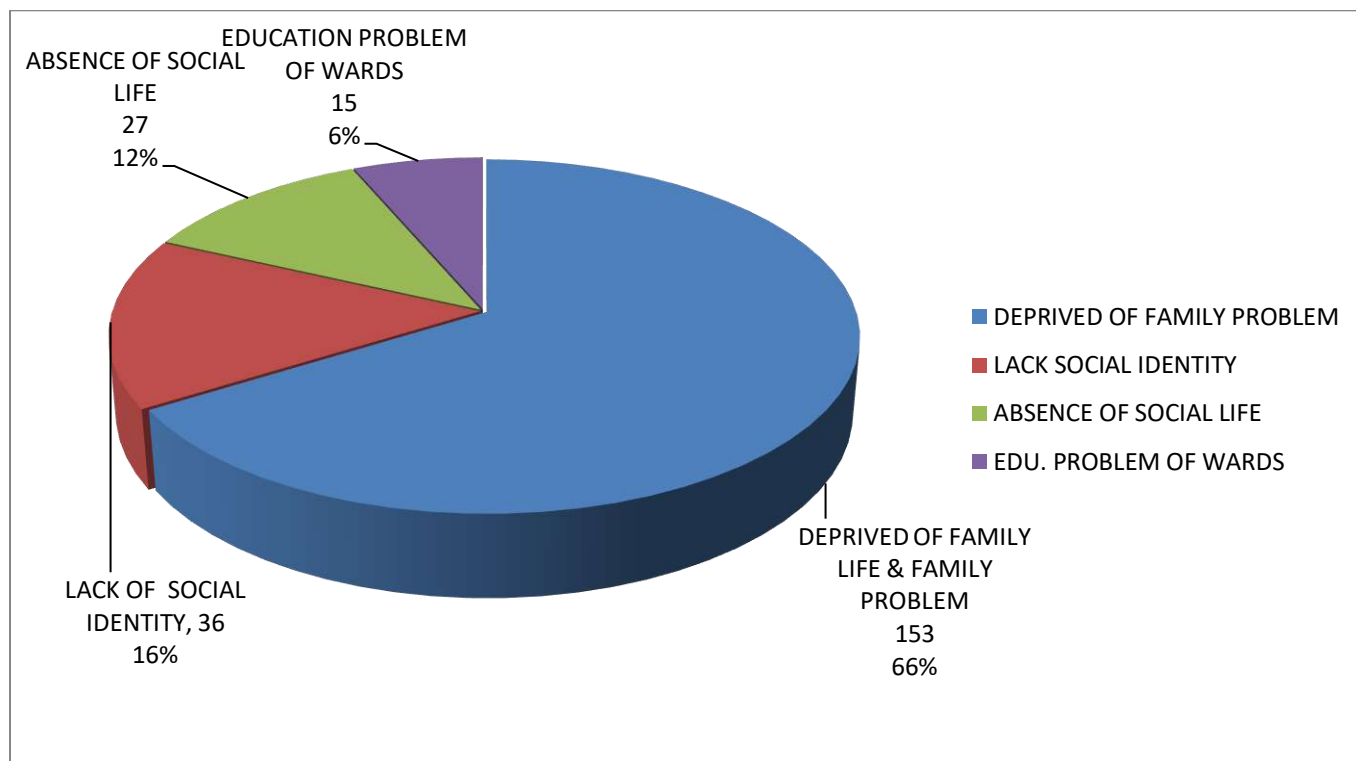
ORGANIZATIONAL FACTORS



Note: The other factors contributing to attrition in BSF are as follows

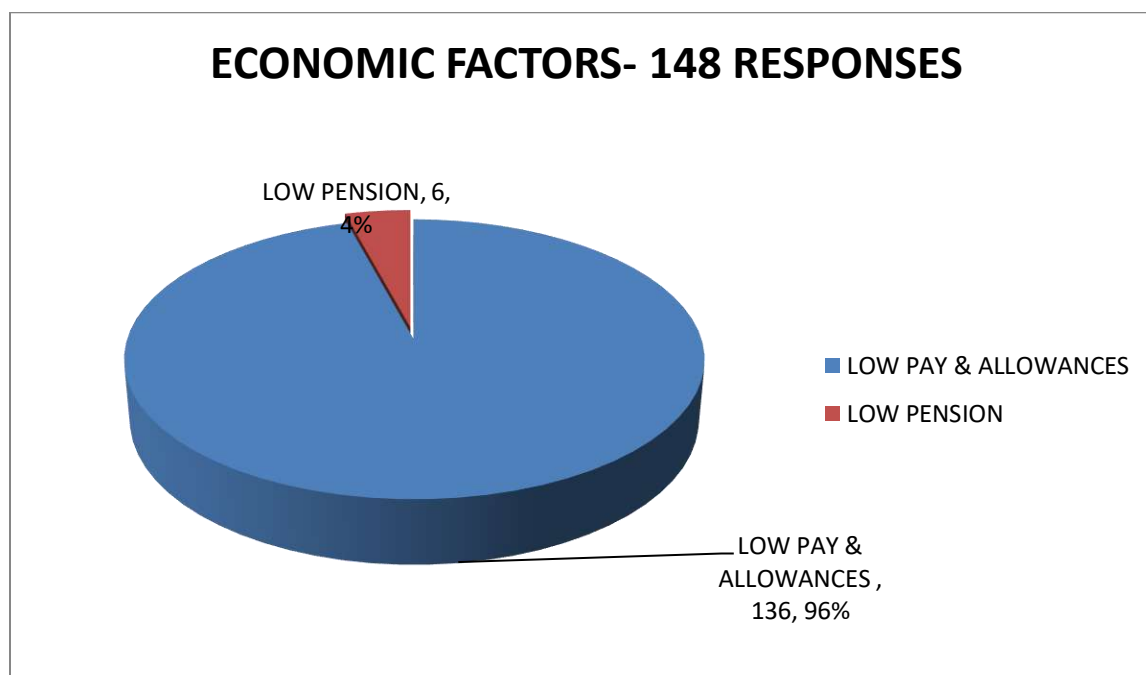
1. Monotonous nature of job and long working/ duty hours.
2. No representation of cadre officers at Policy making level.
3. Lack of recreation, medical and welfare measures etc.
4. Inadequate rest and relief
5. Poor grievance redressal mechanism

SOCIO-PSYCHOLOGICAL FACTORS

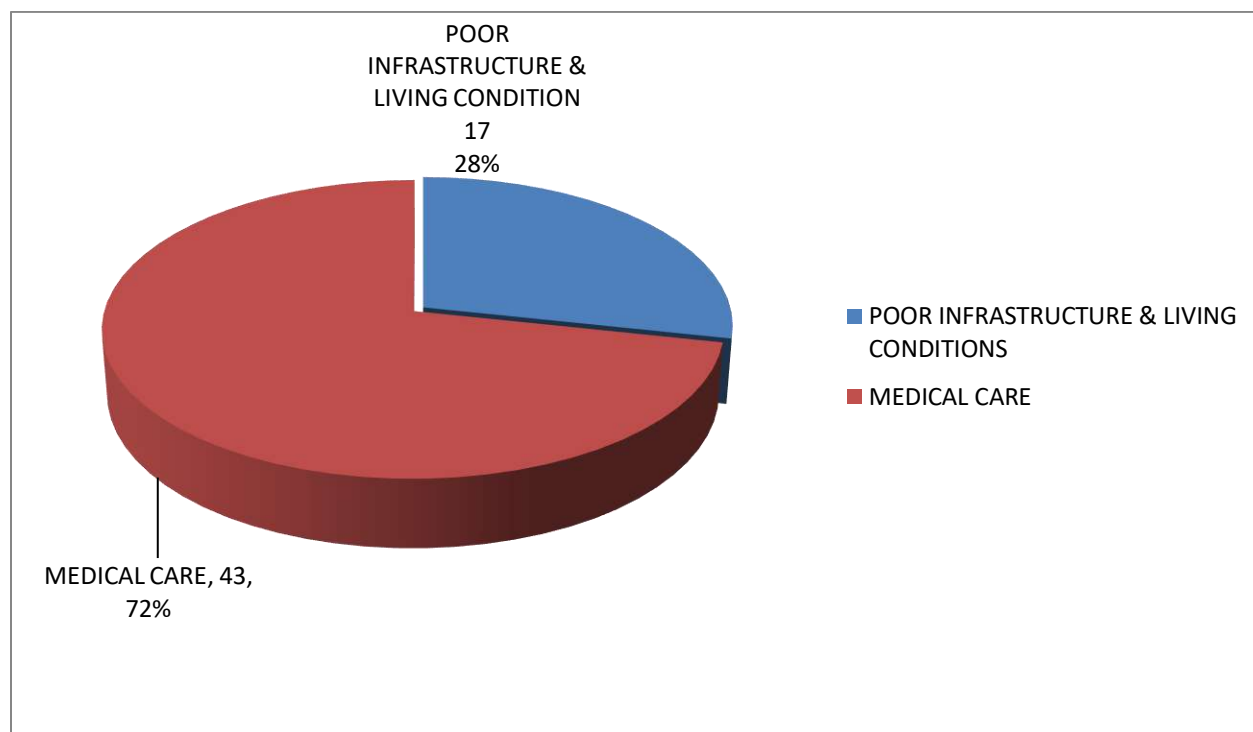


Note: The other factors included break up of nuclear family structure, lack of family accommodation, indifferent attitude of seniors etc.

ECONOMIC FACTORS



ENVIRONMENTAL FACTORS



Note: Other factors contributing to attrition in BSF are as mentioned below:

1. Lack of support of civil administration
2. Non recognition of CAPF work
3. Inequality in status when compared with army. etc.,.

Further the qualitative feedback received in this regard from officers of the rank of DIG is given below:

QUALITATIVE FEEDBACK ON FACTORS CONTRIBUTING TO ATTRITION IN BSF, BY THE FORCE PERSONNEL IN THE RANK OF DIGs AND ABOVE (9 nos.)

ORGANIZATIONAL FACTORS

1. Improper ruling policies of transfer/ lack of human touch/ posting done mechanically not even considering the problem of individual or family front or health front.
2. Cadre officer not being given due importance at policy making level
3. Stagnation in promotion avenues- Organization does not provide sufficient avenues for career progression.
4. Stress due to posting in areas far away from home. Occupational stress compounded by family problem, health problem and Zero error Syndrome propagated by officers who does not know anything about ground realities and thus slowly by slowly

belongingness is dwindling off.

5. Fast means of communication.
6. Nature of duties, remote, isolated and reclusive nature of job and tough service conditions leading to stressful life 24X7 system of day and night duties. There is no concept of peace and rest policy of units as prevalent in army units.
7. No proper rehabilitation policy for retired personnel.
8. No pension for those who enrolled after 2004 which has further demoralized the force personnel.
9. Lack of proper medical and health care facilities at place of duty. Place of duty being remote and malaria prone
10. Absence of transparent policy on transfer and service matters.
11. Monotonous duty and lack of recreational facilities.
12. Delay in policy decision.
13. Posting in areas far away from home.
14. Frequent transfers
15. Ill treatment by superiors

SOCIO- PSYCHOLOGICAL FACTORS

1. Not getting adequate time to look after the family at the time of need
2. Being cut off from the society and own relatives for longer duration.
3. Absence of sense of pride in serving. No recognition in department nor in society.
4. Growing Nuclear Families and no support of relatives.
5. No support from civil administration/state authorities.
6. Lack of proper educational facilities for children/wards of force personnel.
7. Lack of professional/job satisfaction.
8. Ill treatment/harassment of family members by bad neighbors or bad elements of society and inaction of state police.

ECONOMIC FACTORS

1. Discrimination in pay package, death status and other benefits in comparison with Armed Force personnel even being same nature of job.
2. Huge disparity in pay/allowances in comparison to Army, IPS.
3. Not properly compensated financially for difficult job assignment and life risk involved in the nature of job.
4. Time scale up gradation in pay given to medical officers, but denied to executive cadre.

ENVIRONMENTAL FACTOR

1. Discrimination in every work between cadre officer and IPS
2. Lack of basic infrastructure at place of duty.
3. Difficulty in keeping families even when deployed in popular town/cities due to special nature of duties.
4. Mental illness caused by strenuous duty and lack of recreation.
5. No family life.

PART D:**EXIT INTERVIEWS:**

"Exit Interviews" were conducted with the help of proforma (enclosed as Annexure-V) to this report and responses were obtained from 50 CAPF personnel of various ranks who have decided to proceed on voluntary Retirement from Service. The Organisation –wise and rank-wise break up of these personnel is given below in table: 7.13 & 7.14

TABLE 7.13 : Organisation- wise break up of CAPF personnel who took Exit Interview

SLNO	PARTICULARS	NUMBER OF SAMPLE
1	CISF	21 NOS
2	CRPF	14 NOS
3	BSF	15 NOS
TOTAL		50

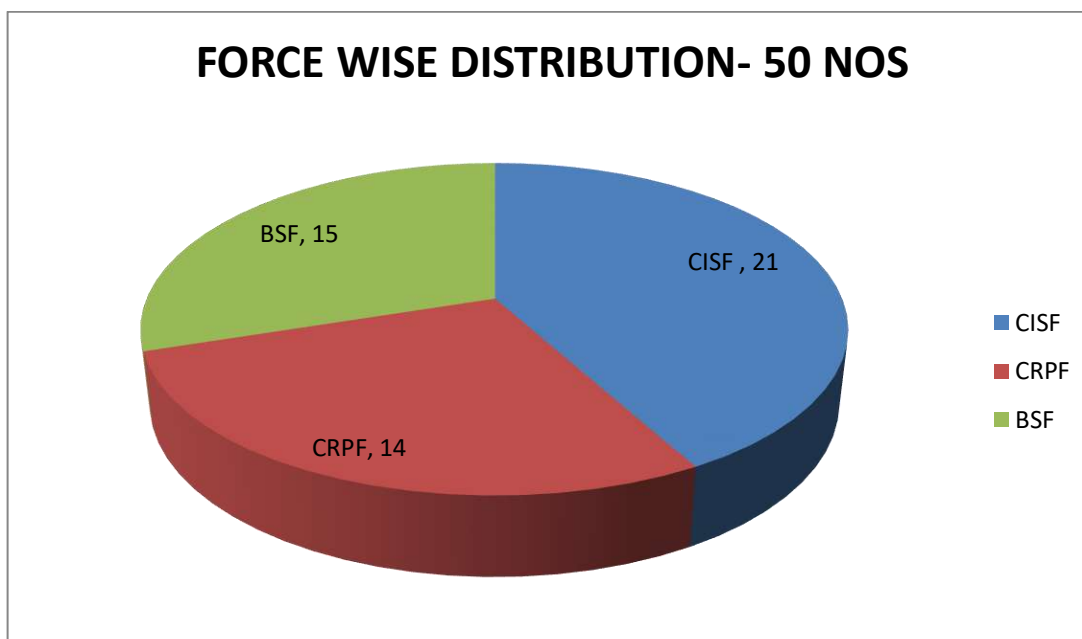


TABLE 7.14 : Rank wise break up of CAPF personnel who took Exit Interview

SLNO	PARTICULARS	NUMBER OF SAMPLES
1	DIG	01
2	INSPECTOR/EXE	05
3	SUB INSPECTOR/EXE	02
4	ASSISTANT SUB INSPECTOR/EXE	01
4	SUB INSPECTOR/MIN	01
5	HEAD CONSTABLE /GD	29
6	CONSTABLE /GD	11
	TOTAL	50

It is observed that, as already stated, the personnel who have proceeded on VRS or have decided to proceed on VRS, showed least interest in giving their responses/ feedback. Out of over 200 persons approached only 50 persons gave feedback, over last 7 months.

There was difficulty in accessing the persons, who have already left these organizations because,

- i) The letters sent to CAPF organizations seeking contact details of these VRS persons, went unanswered.
- ii) The WARB office that was approached did not have contact details such as mobile number or email address.
- iii) When mobile number was available, either it was old, hence person could not be contacted, and in most cases people were not willing to respond or give time when called and most of them did not have email id.
- iv) The persons who have submitted their application for proceeding on VR and were in the notice period of 3 months, just on the verge of quitting the organization, were very apprehensive to give their feedback and were evading till the last minute.

This clearly goes to prove, beyond any doubt that "Stay Interviews" that are conducted, is a far more reliable and substantive sample to meet the objective of this study, than "Exit Interviews."

However, the 50 exit interview data was analysed, on the basis of various questions posed in the proforma and the same is presented below in **tables 7.15 to 7.18** and in the form of pie diagrams.

Analysis of the data received through Exit Interviews

TABLE NO. 7.15 :

ANALYSIS OF SPECIFIC FACTOR DUE TO WHICH THE INDIVIDUAL DECIDED TO QUIT THE FORCE

SLNO	PARTICULARS	NUMBER OF RESPONSES.
1	Family problem/ to take care of family members / domestic problem.	37 Nos
2	Frequent transfers and posting policy	06 Nos
3	Lack of career progression	06 Nos
4	Authoritarian attitude of senior officer/ill treatment of seniors towards juniors/ lack of dignity /harassment	04 Nos
5	Hard work / mental pressure / tension due to work load	03 Nos
6	All India posting policy and different climate conditions	02 Nos
7	Lack of motivation	02 Nos
8	Better prospects outside	01 Nos
9	Others	01 Nos

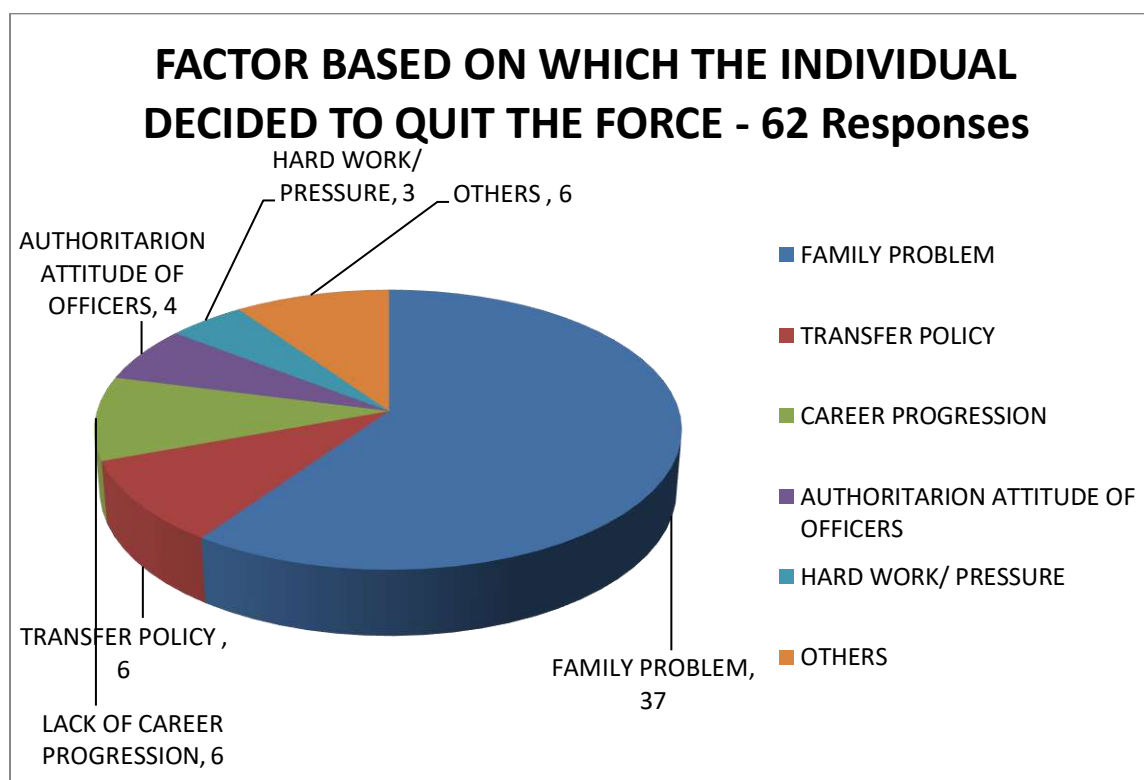


TABLE NO:7.16 : ANALYSIS OF FACTOR THAT COULD HAVE HELPED A CAPF PERSON TOWARDS A DECISION TO STAY BACK AND CONTINUE IN CAPF ORGANISATION

SLNO	PARTICULARS	NUMBERS OF RESPONSE
1	Home town posting and posting policy	8
2	Better promotion prospects/ career progression	5
3	Provision for family accommodation at work place	4
4	Motivation and counselling	2
5	Pressure from senior officers	1
6	Human treatment	1
7	Others	2

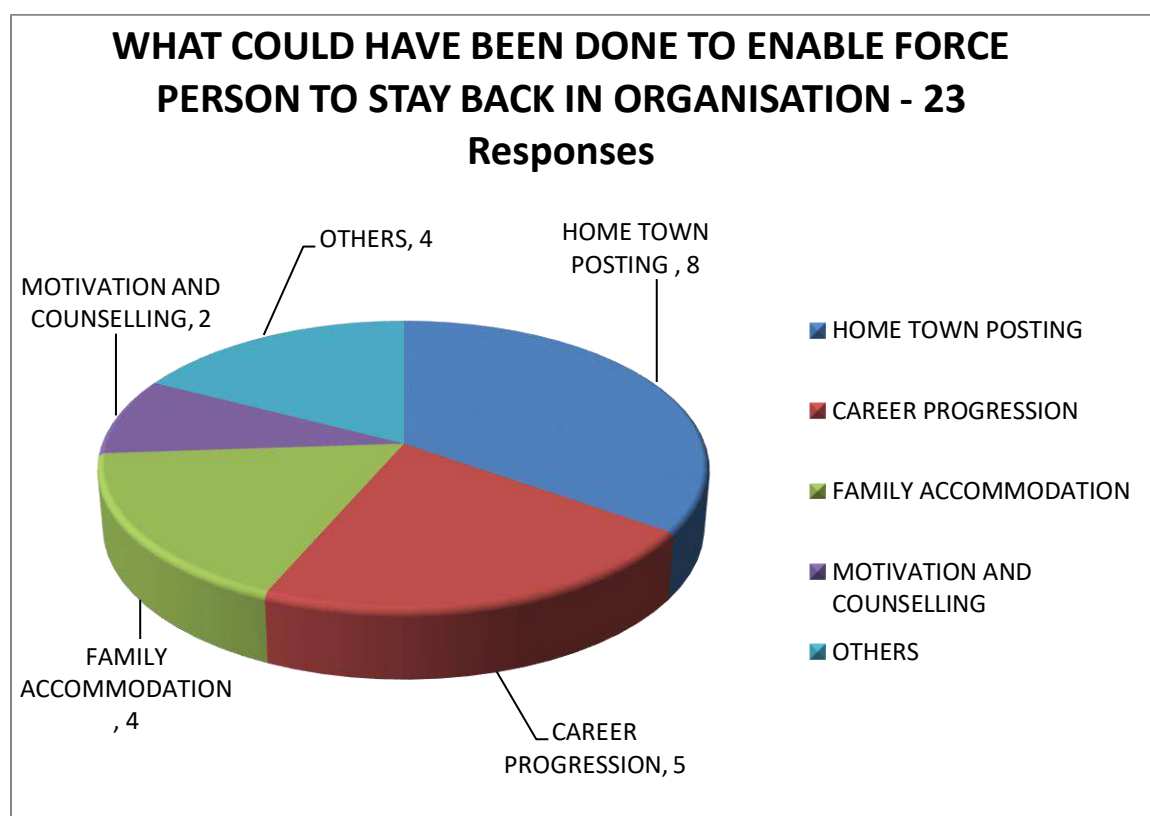


TABLE 7.17: ANALYSIS OF FACTOR: WHAT CAPF PERSON LIKED BEST ABOUT THEIR JOB

Slno	Particulars	Numbers of response
1	Discipline	8
2	Visit of maximum state/ posting at various places of India	7
3	Nature of duty	5
4	Place of posting esp. At border, airport	4
5	Service to nation	3
6	Respect in civil society	2
7	Affinity between force personnel	2
8	Posting in cities w.r.t children's education	2
9	Professionalism	1
10	Being a central govt employee	1
11	Life style	1
12	Training	1
13	Timely salary	1
14	Education of children and	1
15	Fulfilment of demands of family members	1

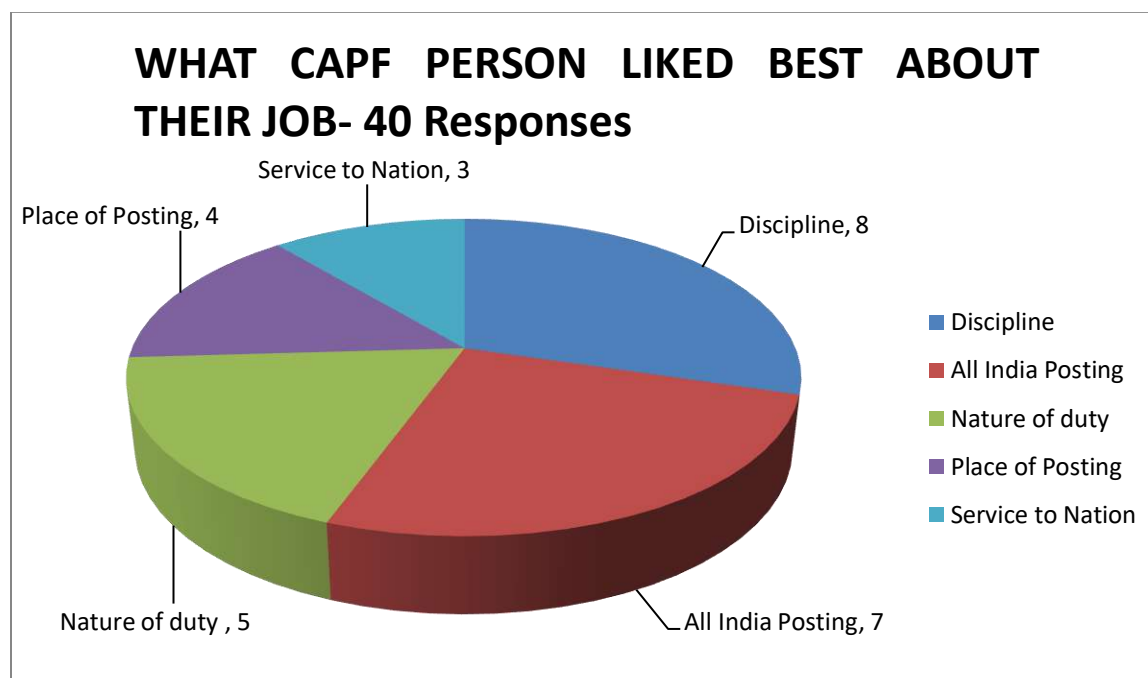
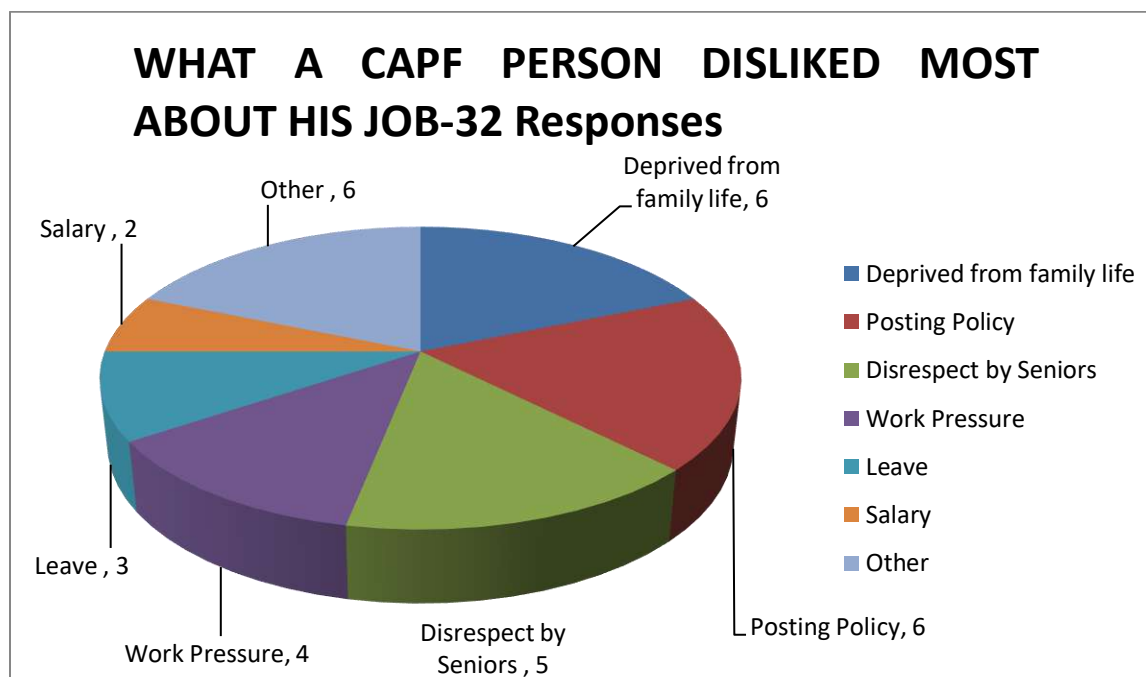


Table:7.18 ANALYSIS OF FACTOR: WHAT A CAPF PERSON DISLIKED MOST ABOUT HIS JOB

S/no	Particulars	Numbers of response
1	Being away from family	6
2	Frequent transfers / posting policy	6
3	Ill- treatment by senior officer/ lack of respect by seniors towards juniors	5
4	Work pressure / 24 hrs duty	4
5	Leave not granted on time	3
6	Salary not up to the mark/ at par with defence personnel	2
7	Working in a system which is permanently running shortage of man power	1
8	Lack of coordination and cooperation among member of force	1
9	Poor welfare facility	1
10	Lack of motivation	1
11	Punishment coming in the line of career progression	1
12	Not getting home posting	1



1. **ANALYSIS OF FACTOR: RECOMMENDATION FOR MAKING THE ORGANISATION A BETTER PLACE TO WORK**

1. Living standard is to be improved
2. Timely leave at correct interval of three months
3. Better relationship with senior and junior
4. Allotment of family accommodation should be increased up to 70%.
5. Better salary at par with defence personnel
6. Better career progression
7. Leave plan should be there
8. Leave may be increased up to 3 months
9. Allotment of Outside employment quota at par with defence personnel
10. Training of new recruits should be reviewed
11. Senior officer should try to solve the problem of juniors
12. Canteen facility at par with defence
13. Maximum interaction between senior and junior
14. Posting at home town
15. Medical facility for retired personnel at par with Ex-service man
16. Facility may be increased to troops deployed in Naxal prone areas.
17. Team work should be there.
18. More emphasise on human factor
19. Five years tenure at each place and after 40yrs of age, posting within 500kms from home town.
20. Shortage of man power should be mitigated.
21. Career progression for deserving.
22. Quick decision making in administration
23. Performance based progression.
24. Posting at home zone after twenty years

2. **FACTORS WHICH WOULD HAVE HELPED THE INDIVIDUAL TO STAY BACK IN CAPF IF BETTER/ MORE SATISFACTORY/ SUITABLE ARRANGEMENTS WERE IN PLACE**

1. Family accommodation
2. Cordial treatment of seniors
3. Promotion
4. Training of new recruits as to how to behave with seniors.
5. Home town posting
6. Good salary.

Further, the data vide table 7.15 to 7.18, represented in the form of pie charts clearly shows that the most compelling reason for force personnel to quit the job is Family Problem i.e inability to be with family to take care of family needs, followed by frequent transfers and frequent posting policy, lack of career progression and finally issue of inter-personal relations.

When comparison of results of stay Interviews and Exit Interviews is made a common pattern clearly emerges showing that the reasons for force personnel leaving the organization are same and this further goes on to prove that the results of stay interviews and exit interviews are in tune.

PART E:

Collation of responses received through Stay interviews and Exit Interviews

Comparison of results of stay Interviews and Exit Interviews::

COMPARATIVE CHART SHOWING RESULTS OF EXIT INTERVIEW AND STAY INTERVIEW

<u>EXIT INTERVIEW</u> <i>Factors which made a CAPF person to decide to Quit</i>		<u>STAY INTERVIEWS</u> <i>Factors responsible for causing attrition.</i>	
		<u>Organisational</u>	
01	Family Problem	01.	Lack of career progression
02	Unfavourable Posting / Transfer Policy	02.	Poor Posting Policy
03	Lack of Career Progression/ Promotion	03.	Stress
04	Authoritarian Attitude of officers	04.	Work pressure/ burden of additional duties.
05	Work pressure	05.	Leave
		06.	Poor living/ Working conditions
		07.	Zero error syndrome
	<u>What could have been done to MOF to stay back</u>	<u>Sociopsychological</u>	
01	Home posting	01.	Deprived family life
02	Career Progression	02.	Lack of Social identity and status
03	Family accommodation	03.	Absence of social life
04	Motivation and counseling	04.	Problem of ward's education

Economic Factors

01. Low Pay and Allowances
02. Lack of Pension

What did MOF dislike most about his Job

- 01 Deprived from familylife
- 02 Posting Policy
- 03 Attitude of seniors
- 04 Work pressure
- 05 Leave policy
- 06 Salary

Environmental

01. Poor infrastructure and living conditions
02. Lack of medical care

CHAPTER-8

RECOMMENDATIONS & SUGGESTIONS

WHEN WE KNOW WHAT WE WANT TO PROVE , WE GO OUT AND FIND FACTS.

THEY ARE ALWAYS THERE"- PEARL S. BUCK

"THE KEY TO GROWTH IS THE INTRODUCTION OF HIGHER DIMENSIONS OF CONSCIOUSNESS INTO OUR AWARENESS "

A further analysis of the data on attrition on account of suicides, fratricide/ fragging and comparison of the same with that of Army is given vide Table 8.1:

Table 8.1: Year -wise suicide, Fratricides+Fragging of 05 CAPFs and Army

Sl No.	Year	No. of Suicides		No. of Fratricides + Fraggings	
		Army	5 CAPFS	Army	5 CAPFs
01	2008	123	98	03	10
02	2009	96	90	02	10
03	2010	115	91	04	20
04	2011	102	109	04	11
05	2012	26 (Till '02' May 2012)	115	01 (Till '02' May 2012)	09
Total		462	503	14	60

Source:

1. Figures for Army (with strength of 11.30 lakhs, source: Wikipedia latest) are taken from Press Information Bureau , Government of India , Ministry of Defence.
2. Figures for the CAPFs (with strength of approx. 7.5 lakhs in 2014) taken from the data provided by the respective CAPFs.

This clearly points out that there is more casualties of precious lives of these CAPF force personnel on account of suicides, fratricides / fragging when compared to Indian army , which calls for immediate intervention by the highest authorities in the government in terms of improving the existing infrastructure and creating the dedicated systems such as IDPR , IDSA, USI , BPR&D to cater to the exclusive needs of CAPFs

A further comparison of the figures of rate of suicides in these CAPFs with that of the Indian average is given below in Table 8.2:

Table 8.2:Comparative table showing incidence of suicides and suicide rate in CAPFs and India.

SL No.	Year	Total actual strength of CAPFs	No. of Suicides in CAPFs	Suicide rate* in CAPFs	Rate of Suicide in India
01	2008	6,45,508	98	15.18	10.8
02	2009	6,41,501	90	14.03	10.9
03	2010	6,66,244	91	13.66	11.4
04	2011	6,85,923	109	15.90	11.2
05	2012	7,52,592	115	15.28	11.2

(*Rate of Suicide is no. of suicides per 1 lakh population)

Source: ncrb.nic.in/CD-ADSI-2012/suicides-aa.pdf

This clearly shows that the suicide rate among CAPFs is much above the same for our country, further emphasizing the need for intervention for improving the service conditions in these forces.

Data on Police Organisation in India 2014, BPR&D: The said report vide chapter 3 states that a total of 175 CAPF personnel have committed suicides during 2014 on account of Marriage related issues (45), Property dispute (5), family problems (18), Service related issues (15), Causes not know(6), and other causes (86). The same report also state that a total of 1,232 CAPF personnel lost their lives in various accidents during 2014 on account of deaths due to road/ railway accidents 396, deaths due to natural calamities (103), deaths due to unnatural causes(Except Raod/Railway Accidents) (626), Killed in action/ Encounters etc (89), Fratricide (12), this data clearly indicates that deaths on account of reasons other than killed in action/opearation/encounter far exceeds the number of deaths of CAPF personnel died while on duty.

The rate of suicide of CAPF persons in the year 2014 (the total actual strength of CAPF being 9,27,369 with 175 suicides) was 18.87 which is much higher than suicide rate seen in Civil society and defence forces. Whereby, once again making it evident that the conditions under which these forces are discharging their duty needs more attention and focus, policy intervention and implementation from the highest levels of Government.

The overall recommendations to overcome this situation of high attrition levels (compiled from the feedback received from Gos and NGOs) is as follows:

Recommendations to overcome this situation of High Attrition levels.

- 1) Providing avenues for career progression by timely cadre review. Enclosed to this report is the present career progression in these forces as per the data provided by them , enclosed vide **Appendix-I** to this report clearly showing that there is much much more that needs to be done in terms of career progression.
- 2) Choice posting after 20 yrs of service- so as to enable them to take care of increasing responsibilities on home front like children education, marriage of children, care of ageing parents and other social obligations.
- 3) Increasing family accommodation along with schooling facilities. Creating family hubs within a reasonable distance from the outposts with all facilities.
- 4) Post retirement benefits to be increased with secure future.
- 5) CAPF Housing welfare organization, along the lines of Army Housing welfare organization.
- 6) Better medical facilities in CAPF Hospitals and institutions such as DIPR for CAPFs all over the country. Creation of more medical facilities for CAPF personnel & other dependents.
- 7) Better re-employment and rehabilitation post- retirement.
- 8) Proper compensation & rehabilitation for injured while on active duty. Enclosed to this report vide **Appendix-II** , is comparative pay scales of personnel working in CISF in various ranks as against the personnel working in PSUs viz. National Thermal Power Corporation (NTPC), Bharat petroleum corporation Limited (BPCL),. A look at this Appendix II clearly shows that these force personnel who are serving the nation by putting their lives at risk , without sufficient rest and harsh working conditions are being paid meagerly, . Our country has to stir it's conscience to see how it wants to honour those who are guarding the nation and in the national wage structure what place should be given to these soldiers.
- 9) Constitution of CAPF welfare Board.
- 10) Proper mix of hard & soft area posting and consideration in posting after hard area tenure. Posting as per choice, while nearing superannuation.

- 11) NFU (Non Financial upgradation) should be given if promotion is being delayed due to stagnation, at par with other recognized cadres and medical officers in CAPFs.
- 12) There should be no discrimination between cadre officers and deputationists with respect to policy making, posting- transfer and identity of individual.
- 13) Discrimination between organization having same type of nature of work should be removed.
- 14) Troops should be posted as much as possible near their hometown.
- 15) Financial compensation commensurate with duties carried out by CAPF personnel. Increase in bonus, payment of OT when duty above 8 hours, increase on compensation in lieu of duty performed on GH.
- 16) STRESS: No. of studies have been carried out on addressing stress related issues in the Army and in Police by BPR&D. But, in CAPFs stress is yet to be recognized and accepted as a factor responsible for suicides and fratricides. Almost in all cases of suicide the reason is linked to domestic/personal problems (as per the Court of Inquiry data received from CRPF) but, the studies conducted in Army(Ref: Human Resource Development Strategy for sub-conventional warfare by K.C. Dixit) says that "suicides due to domestic problems were in fact a result of operational environment that prevent desired level of addressing of domestic/personal front by the affected individual". Therefore, a humane approach to address the stress issues in CAPS is the need of the hour, since the measures taken in this regard by the Indian Army have reduced the suicide rate among Army personnel. *"What can be treated medically are the effects of stress & not it's causes"- Dr. Pestonji*
- 17) Sufficient family accommodations at Battalion Head Quarters.
- 18) SFA Quarter at main education centres.
- 19) Indoor Gyms & sports facilities for locations where outdoor physical exercise is not feasible owing to security reason.
- 20) Pay & Perks commensurating with risk factor & hardship of duty. These are viewed as high risk, low paying jobs. Bonus, OT, increase in ECL, OROP, reverting to pension scheme prevailing earlier, concession or rebate in income tax.
- 21) Assured career progression and induction should be commensurating to wastage ratio.
- 22) State Police/ State Govt Should have strict directive from Central Govt for prompt and effective action on complaint of CAPF member about harassment of their family member and with regard to agricultural and other property related issues, by bad elements of society and to give action taken report to the Unit head of CAPF member.

A directive from Government to district administration to resolve the problems of CAPFS personnel on priority.

23) Short and fixed tenure of extreme hard and hard areas.

24) Multitasking of forces should be avoided and forces should be used only for the mandated job as per the preamble of respective Act.

25) CAPF officers should also be conferred with IPS on promotion to the rank of Commandant at par with State Police services.

26) CAPF should also be recognized as a Cadre and its officer should also have the access to its top post.

27) CAPF cadre Officers should also have representation in MHA at appropriate level to have say in policy making, so that pulse of forces are felt by Govt and realistic policies are framed accordingly.

28) Sufficient reserve Bns to be created to provide adequate rest and relief and it is also to be ensured that these reserve Bns are not utilized for any other duties etc.

29) More educational institution in diverse fields be opened for wards of CAPF personnel to undergo higher studies and reservations in the existing educational institutions for wards of CAPF personnel, as due to transfer policy they become outsiders/non-locals in their own home state.

30) Education loan facility for wards to undergo higher education at a nominal rate of interest.

31) Review of authorization of manpower at all levels of the BSF and regularization of attachment at each HQ including FHQ, New Delhi.

32) Proper place for CAPFs in country's National security strategy and Internal security policy, coupled with due recognition giving CAPFs the status and Identity that they deserve.

33) Increasing avenues for relaxation, recreation relieving stress, better family life and social life.

34) Job analysis and ways to make the job interesting and to introduce innovative measures to improve morale, motivation aptitude/ by introducing proactive positive approach to organisational work culture, which is at present mostly working on "zero error syndrome" policy and use of more negative punishment approach and at the same time with less emphasis on recognition of good work.

e.g. – Marks for punishments but no mark for rewards or commendation. Either only APAR based DPCs or include marks for both as suggested above.

35) Better infrastructure facilities in their field areas.

36) Conferring degrees for Force personnel for various courses and training at various academies and training institutions of CAPFs from recognized universities, as is being done in NPA and other police training institutions.

37) Creation of exclusive research centres and to establish exclusive research institutions such as Institute of Defence studies & Analysis (IDSA), United Services Institute (USI), Defence Research & Development- Organization (DRDO), Defence Institute of Psychological Research (DIPR), BPR&D Bureau of Police Research & Development, for carrying out studies on CAPF forces, as so far no proper reliable study has been conducted on these CAPFs, since as long as they were being referred to as para-military they were out side the domain of police and only recently they have come under police and BPR&D has mostly conducted focused research on state police subjects only. With increasing no. of cases of suicides, fratricides & fragging among CAPFs, it is necessary that the causative factors such as stress, service conditions of these organizations are studied by dedicated and focused approach, for the benefit of 8.5 lakh Central Armed Police Forces, who are currently in an undefined zone between the state police and the armed forces of the Union.

38) Transparency and openness with regard to research studies conducted so far on the CPMFs/CAPFs to address the problems afflicting these and to improve the over organizational health of these CAPFs playing crucial role in internal security of our nation which is becoming more and more significant day by day for "Nation Security".

39) **Operational**

- i) Proper infrastructure and support systems in operational areas.
- ii) Intelligence sharing and timely sharing of intel inputs.
- iii) Support from local police.

40) **COUNSELLING & HELPLINE SYSTEMS AND TECHNIQUES**

There is an urgent need for opening of proper counselling centres, helpline and to recognize and address mental/psychological health related issues, on par with physical health.

41) Exploring opportunities at higher level of awareness such as spiritual healing, sending persons for spiritual healing, "inner engineering" courses to bring about

transformation in the person's being wherever required, based on spiritual realm in irreligious or secular manner.

42) **Leave policy** : Proper leave policy for rank and file

43) **Training Methodology**: Should incorporate aspects to improve self-confidence, ability to remain calm and composed under adverse situation, ability to take pragmatic decisions.

44) **Review of Recruitment Methodology**:

Selection: To include psycholological tests and personality/aptitude tests so as to select "Right person for right job"and will help in eliminating candidates with negative traits.

45) **CAPFs**: No association, no tribunal, RTI applicable, whereby denied even information related to administration and personal matters quoting national security as reason whereas the same is provided in Army and police freely.

46) **Stay interviews and Exit interviews**: In order to understand and analyse the various contributing factors leading to such high levels of attrition in CAPFs , it is very much essential to conduct stay interviews and exit interviews of the force personnel leaving various CAPFs by way of resignation and proceeding on VR, time to time, so that data bank is created in this matter which can be brelied upon later, so that timely remedial measures can be suggested by the concerned departments for policy level decisions that would enable us in retaining the valuable talent.

CHAPTER-9

SUMMARY & CONCLUSION

**“EVERYTHING HAS BEEN SAID SLREADY, BUT AS NO ONE LISTENS,
WE MUST ALWAYS BEGIN AGAIN”-ANDRE GIDE**

The main objective of this research project was to **study and ascertain the status of Attrition of CAPFs, to analyse the contributing factors for the attrition and to suggest remedial measures to curb the trend of attrition.**

In the first chapter introduction to the concepts of security, national security and internal security was given, in the second chapter the role of Central Armed Police forces in national security was explained in detail. In the third chapter, a detailed discussion on these Central Armed Police Forces, their mission statement, Objectives, Functions and achievements was given, to further enlighten the readers on these forces. In the fourth chapter, a special emphasis was given to cover the aspects involving difficulties associated with the sub-conventional warfare operations that these forces are engaged in. Thus, the first four chapters of this project report have been planned to bring out clearly the importance of CAPFs in our national security.

Chapter 5 dealt with the **Attrition Process** and chapter 6 was about the procedural dimensions of this research project and chapter 7 dealt with the results and finding. Chapter 8 incorporates the recommendations & suggestions to overcome the problem of attrition.

This is pertinent to mention here that, it is **the need of the hour to inculcate and encourage an aptitude of introspection by encouraging research on these CAPFs (with strength of about 10.44. lakhs and is expected to expand in the near future), on which hardly any and negligible research has been carried out.**

Conclusion:-

This research project clearly concluded that:

- There is serious problem of Attrition on account of VR, suicides, Fratricides/ Fragging in the 5 CAPFs studied and the attrition **far exceeds that in our Army and needs to be addressed immediately.**
- Various organizational (including operational), socio-psychological, economic, and environmental factors are responsible for this attrition and these CAPFs

need immediate improvements in the system, by intervention from the highest authorities in the Government.

CONCLUDING OBSERVATIONS

NOTE- The researcher has concluded the analysis of the data collected despite serious limitations, very cogently. The sample size for the Exit Interviews has remained low at 50 inspite best efforts. However, I would like to make following observations-

1. While analysing the ATTRITION RATE as to its ALARMING nature for the CAPF affected it should be shown that how much is the NATURAL RATE OF ATTRITION by way of deaths, retirement, selection for jobs carrying higher financial compensation, to name some factors illustratively. This will require analysis against the Rule provisions which permit exit after a particular number of years. If an individual is exercising the option given in the Rules could it still be called ATTRITION in a negative sense? If so, the researcher should comment on the need to revise this rule position. A benchmark for acceptable Rate of Attrition can also be fixed, and significant deviation therefrom could be cause of concern. She has already made reference to Attrition rates in our country on the basis of a renowned study. If deemed fit that rate could, perhaps, be adopted for benchmarking of acceptable rate of attrition. **Extracted below-**

(**Towers Watson** in his report says (A study on overview of Employee Attrition Rate in India by Rashmi Farkiya, Assistant Professor, Pioneer Institute of Professional studies, Indore) "**Attrition in India is at 14 percent, marginally higher than global and Asia Pacific Countries (11.2 percent and 13.18 percent respectively)**). Whereas, the attrition Rate figures for CAPFs is not available from any other source, except for the data obtained in this Research Project and no "ideal/manageable/ sustainable" Attrition Rate has been arrived at so far, with respect to Central Armed Police Forces in India"

2. As observed in earlier para the absolute figures could be converted into rate per thousand personnel to arrive at neutral figures of rate of attrition for more empirical appreciation.

3. The researcher should also submit a document tabulating the response to observations of the committee in comparative format. This will help in better appreciation of the conclusions arrived at.

4. The research work has, undoubtedly faced inbuilt resistance in data collection, and under such powerful obstacles the researcher has done highly commendable research work.

I have suggested many minor points besides editing as deemed necessary in the light of fact that NPA has extended the date of next meeting to November which should enable the researcher to attend to the points being suggested. I think no field work is involved in attending to these minor points; hence it should be feasible for the researcher to do the needful without too much botheration. In my view the attention to these minor points shall finetune the findings besides enhancing the reference value of the final document for the stakeholders.

The suggestions made and corrections carried out in the main report are in RED INK to distinguish the same from the original text of the report please.

Regards.

R C Arora

ANNEXURES

ANNEXURE-I**Attrition in Central Armed Police Forces****"Organisational Data"**

1. Organisational structure-hierarchy.
2. Force Composition with strength (Rank-wise).
3. Purpose, Objective, Mission Statement.
4. History
5. Importance, significance and role at present in National Security- List of tasks and functions.
6. Important achievements.
7. Details of women members- of Force – Rank wise strength and tasks being performed.
8. Welfare measures – for members & dependents
9. Grievance Redressal Mechanism.
10. HR Policies:-
 - a) Recruitment – Required qualifications, procedure of selection.
 - b) Training & development.
 - c) Deployment – Field Vs HQrs & Peace area Vs Field indicating tenure.
 - d) Nature of duties – rank wise.
 - e) Career Progression – Planned & Actual
 - f) Posting Policy.
 - g) Promotion Policy.
 - h) Pay structure along with perks, amenities of each ranks
 - i) Recreation
 - j) Skill enhancement
 - k) Financial Security
 - l) Insurance
 - m) Accommodation
 - n) Children education
 - o) Compensation for job related insecurities
 - p) Medical facilities (i) Physical (ii) Psychological
 - q) Health programmes, Destressors
 - r) Special allowances/ incentives or recognition or benefit in career Progression for working in conflict areas, Counter Insurgency/ Counter terrorism.
 - s) Motivation measures.
 - t) Recognition of skilled persons and their career progression schemes.

13

- i. No. of cases of VRS – 2008, 2009, 2010, 2011, 2012, 2013
- ii. No. of cases of Resignation -do-
- iii. No. of cases of Suicide -do-
- iv. No. of cases of Fratricide -do-
- v. No. of cases of Fraggings -do-
- vi. No. of cases of deaths while on duty/ -do-
in action.
- vii. No. of cases of death due to sickness -do-
(please mention major ailments-wise
Such as cancer, BP, AIDS, Heart attack,
Hypertension, diabetes)
- viii. No. cases of deaths due to accidents -do-

14 Causes of/ factors causing occupational stress- Measures to overcome stress.

15 Complaint Mechanism.

16 Counseling Mechanism & System

17 Social activities/ Life

18 Operations Management:- i) Deployment in LIC (Low- intensity Conflict operations/ NCWZ/ Counter Insurgency/ Counter Terrorism, naxal-infested areas, or other hard areas.
ii) Special training imparted for the said duties.
iii) No. of Force personnel deployed on such operations. With rank-wise, area-wise break-up.
iv) Tenure of such deployment.

19 Organization level infrastructure such as

i) Directorate General of Military Training (DGMT)

ii) Defence Institute for Psychological Research (DIPR)

iii) Institute for Defence Studies & Analyses (IDSA)

20 Any additional information which may be important/relevant to the subject being researched.

ANNEXURE -II**PERSONNEL QUESTIONNAIRE FOR NON-GAZETTED OFFICERS (Ors & SOs)****Page No.01 to 12****Introduction to Questionnaire****(Hindi version is available at the back of this page)**

Dear Force Person/Sir,

This questionnaire is being introduced as a part of the research project on "Attrition in CAPFs". The aim of this project is to study the various factors i.e. Organisational (including operational), Socio-Psychological, Financial, Economic and Environmental factors causing attrition (Attrition is a gradual reduction in workforce without firing of personnel, due to reasons such as VRS, resignation, suicide, fratricide (killing of Jawan by another brother Jawan), fragging (killing of a senior by his subordinate), death while in action/on duty, death due to illness, accidents etc.), in CAPFs. Attrition being loss of workforce which is not immediately replaced puts increased burden on the remaining workforce leading to stress. . Over 51,000 CAPF personnel have left the service on account of attrition during the years 2008-2012 and the trend continued through 2013, given the fact that a total 891 officers resigned and 10,094 Jawans quit (resignation + VRS) the CAPF service (CRPF, BSF, ITBP and CISF).

We hope that this study will help to understand the various reasons that are contributing to the trend of increasing attrition among CAPFs that are playing a crucial role in the internal security of our nation. This will further enable the concerned to improve the conditions affecting the CAPFs. Your contribution is valuable to us.

Before you answer the questionnaire, please read the instructions given below:

- This study is being conducted for you please spare your valuable time for this cause, we will be obliged.
- Please note that your details will be kept confidential.
- Questionnaire is lengthy. A lot of effort has gone into preparing this questionnaire . We will be grateful to you, if you could take this seriously and answer the questionnaire, in objective manner, as we are trying to find out the causative factors resulting in high rates of attrition in CAPFs.

- In case you wish to provide additional inputs, not mentioned in the questionnaire, you may kindly provide the same in the additional sheet provided for the same.
- Please give sufficient time to answer the questionnaire and we request you to be honest with your responses.
- Please answer the questions to the best of your ability
- It is important that all the questions are answered by everyone so that we can get a clear understanding of the environment prevailing in CAPFs.

Thanking you,

(Santhi G.Jaidev)

Sr.Commandant, CISF

Research Person

iz'ukoyh ifjp:fiz; cy lnL; @egksn;

bl iz'ukoyh ds ifjp; dks 'kks/k ifj;kstukß dsUnzh; l'kL= cyksa ds la?k"KZ.kP ds ,d Hkkx ds :lk esa izkjEHk fd;k tk jgk gS A bl ifj;kstuk dk mns'; fofHkUu dkjdxsa dk v/;;u djus lfgr laxBukRed] izpkju] lkekftd] euksoSKkfud] foRrh;] vkfFkZd ,oa lk;kZoj.kh; dkjd gS ftlls la[;k esa deh ¼dk;Z{ks= esa cy la[;k esa rhoz :lk ls deh fcuk fudys vk jgh gS ftlds dkj.k dkfeZdxsa }kjk oh vkj ,l] R;kxi=] vkRegR;k] Hkzkr`gR;k ¼,d cy lnL; dk nwljs Hkzkr cy lnL; dh gR;k½] tkucw>dj gR;k¼v/khuLFk cy lnL; }kjk vius ofj"B vf/kdkjh dh gR;k djuk½] M~;wVh esa dk;Zokgh ds nkSjku e`R;q] chekj dh dkj.k e`R;q] nq?kZBuk vkfn gS A dk;Z {kS+= esa cy la[;k dh deh gksus ls vU; cy lnL;ksa ij vfrfjDr cks> iM+rk gS ftlls os rukoxzLr gksrs gSa A la?k"KZ.k ds dkj.k lky 2008 ls 2012 ds nkSjku 51000 ls vf/kd lh,ih,Q dfeZ;ksa us bLrhQk ns fn;k vkSj ;g izo`fRr lky 2013 ds nkSjku Hkh tkjh jghA rF; ;g gS fd 2013 ds nkSjku yxHkx 891 vf/kdkfj;ksa us bLrhQk ns fn;k gS vkSj 10]094 tokuxsa us lh,ih,Q ¼lhvkjh,Q] ch,l,Q] vkbZVhchih o lhvkBZ,l,Q½ dks NksM+ fn;k gSA

ge vk'kk djrs gSa fd bl v/;;u ls gesa bl izo`fRr dks le>us esa enn feysxh ftlls dh dsUnzh; l'kL= esa fofHkUu dkj.kksa ls la?k"KZ.k dh c<+ksrjh dh izo`fr mtkxj gksxh tks fd gekjs jk"Vª dh vkUrfjd lqj{kk esa egRoi.kZ ;ksxnku ns jgk gS A ;g dsUnzh; l'kL= cy dh orZeku fLFkfr dks lq/kkjus esa lg;ksxh gksxk A vkidk ;ksxnku gekjs fy, cgqewY; gS A

d`lk;k iz'ukoyh ds mRrj nsus ls igys] uhps fn;s x;s funsZ'kksa dks i<+s %&

- ;g v/;;u vkids fy, gS A d`i;k viuk cgqewY; le; nsa] ftlds fy, ge vkids vkHkkjh gksaxs A
- d`lk;k uksV djsa fd vkidk fooj.k xksiuh; j[kk tk;sxk A
- iz'ukoyh yEck gS A bl iz'ukoyh dks rS;kj djus esa dkQh iz;kl fd;k x;k gS A ge vkids vkHkkjh gksaxs] ;fn vki xEHkhjrkiwoZd bl iz'ukoyh ds laf{klr esa mRrj nsaxs] dkj.k ge yksx dsUnzh; l'kL= cy esa cy la[;k esa gks jgh g`kl dk cqfu;knh dkj.k dk [kkst dj jgsa gSa A
- ;fn vki mijksDr iz'ukoyh ds vykok vfrfjDr dksbZ vU; fo'kys".k iznku djus ds bPNqd gS ftldk bl iz'ukoyh esa mYys[k ugha gS rks d`i;k bl iz'ukoyh ds lkFk layXu vfrfjDr fn, x, i`B ij vius fo'kys".k.k dk mYys[k dhft, A
- d`l;k iz'ukoyh ds mRrj nsrs le; lk;kZlr le; ns ,oa ge vki ls vuqjks/k djrs gS fd vki lokyksa ds tokc bZkunkjh ls nsa A
- d`i;k vki iz'ukoyh dk mRrj viuh iwjh {kerk dk mi;ksx djrs gq, nsa A
- ;g egRoiw.kZ gS fd iz'ukoyh dk mRrj izR;sd O;fDr nsosa ftlls ge dsUnzh; l'kL= cy ds okrkj.k dh O;kid tkudkj izklr dj ldsa A

/kU;okn

¼'kkfUr th-
t;nso½
ofj"B
dek.MsUV
[kskt drkZ

ATTRITION IN CENTRAL ARMED POLICE FORCES (CAPFs)

Questionnaire for NGOs (ORs and SOs)

Bio-graphical Data

1. Name (uke)
2. Rank (in).....Unit(bdkbZ).....Organisation(laxBu).....
3. Date of Joining service/Length of tenure in CAPF
(Isok izkjEHk djus dh frfFk@lh,-,ih-,Q- esa Isok dh
vof/k).....
4. Educational Qualification ('kS{kf.kd ;ksX;rk).....
5. No. of promotions given (izklr inksUufr;ksa dh la[k;):.....
6. Sex (fyax) Male(iq#"k) Female (efgyk)
7. Marital Status (oSokfgd fLF): Married ¼fkfg½ Unmarried
(vfookfgr)
8. If married No. of children (;fn fookfgr gS rks larkuksaa dh
la[k;):.....
(For Question 09-12 please put (√) mark in the relevant option)
9. Living in : Family Quarters (ikfjokfjd vkokl) Barracks(cSjd)
(voklh; fLFkfr)
10. Family : Single/Nuclear (,dy) Joint (la;qDr)
(ifjokj)
11. Source of income Only from my job Other sources : (vU; L=ksr)
(vk; dk L=kssr) (dsoy Lo;a dh ukSdjh)
Wife employed (Isokjr iRu)
Agriculture income (d`f"k Is izkl)
vk;)
Parents income (iSr`d vk;)
Brother's income(HkkbZ dh vk;)
12. Your reason for joining service (Please tick the most relevant)

(vkids Isok esa vkus dk dkj.k ¼d`i;k lgh dk fu'kku yxk,i)

i) Need for income (vk; dh vko';drk)

ii) Personal choice to be a role model-(vuqdj.kh; O;fDr gksus dk O;fDrxr fu

excitement of being in a uniformed service (onhZ dh ukSdjh esa gksus dk mRlkg)

iii) For family honour/pride (ikfjokfjd izfr"Bk gsrq)

iv) For social status(lkekftd izfr"Bk gsrq)

v) For job security & safety (ukSdjh dh lqj{kk)

vi) Since there was no other opportunity(vU; dksbZ volj ugha gksus ds dkj.,,

vii) Other (vU; ¼d`i;k fy[ksa½)(Please specify)

13. Please rank (from 01 to 07) each of the following as to what is most important to you when applying for a job in Central Armed Police Forces: (Most important being 1 and least important being 7)

(fuEufyf[kr dkj.kksa dks mfpr ojh;rk nsa] tks lcls egRoiw.kZ gS tc vki lh,-,ih-,Q- esa jkstxkj djrs gSaA)

Starting Salary(izkjafHkd osru

Family Influence(ikfjokfjd izl

Promotional Prospects

Job Security (jkstxkj dh lqj{k

(inksUufr dh laHkkouk,i)

Social Status (lkekftd izfr"Bk

Personal Liking Toward Unifo

Service (onhZ dh ukSdjh ds fy;s

O;fDrxr yxko)

Other (vU;)

(if other, please specify)

P.T.O.

14. If you had an option, What other profession You would have taken up.....

(;fn vkids ikl fodYi miyC/k gksa] rks vki dkSulk jkstxkj@lsok@O;olk; viukrs)

Or

In spite of option, you would

Have still joined this organization

Yes ¼gk;½

No

¼ughsa½

(vU; fodYi gksus dh fLFkfr esa D;k vki bl laxBu esa dk;Z djrs \)

15. In case you decide to leave the Organisation, what will be your reason/reasons for leaving:

¼;fn vki bl laxBu dks NksM+us dk fu.kZ; ysrs gSa] rks mlds laHkkfod dkj.k

D;k gksaxs \

(Please put tick mark in relevant box) d`l;k IEcfU/kr [kkus esa lgh dk fu'kku yxkosa A

- Better pay package (csgrj osru)

- Life with less stress (ruko jfgr thou ds fy,)

- To be able to give more time for family & to be in relaxed family life
¼ifjokj dks vf/kd le; ns ikus ds fy, vkSj ruko jfgr ikfjokfjd thou ds fy,½

- To be at family station to attend to family responsibilities, which would not have been possible, on account of posting, if continued in service.

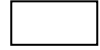
¼ikfjokfjd nkf;Roksa ds fuokZg gsrq tks cy lsok esa laHko ugha gS½

- To avoid being in life at risk job ¼tksf[ke jfgr thou ds fy,½

- To avoid facing any damage to career due to any disciplinary reasons.

$\frac{1}{4}$ vuq'kklukRed dk;Zokfg;ksa }kjk dSfj;j esa gksusokys uqdlku ls cpus ds fy, $\frac{1}{2}$

- For higher education of children
 $\frac{1}{4}$ vius cPpksa dh mPp f'k{kk gsrq $\frac{1}{2}$



Organizational factors (including operational factors) (IaxBu laca/kh dkjd)

<p>Note : please tick the relevant option.</p> <p>(d`i;k lacaf/kr ij lgh dk fu'kku yxkosa)</p>	<p>Yes</p> <p>(gkij)</p>	<p>No</p> <p>(ugha)</p>	<p>Undecided</p> <p>(dg ugha ldrs)</p>
<p>1. Are you happy to be in your organisation ?</p> <p>□□ □□□□ □□□□ □□ □□ □□ \</p>			
<p>2. Did you get leave when required?</p> <p>D;k vkidks t#jr iM+us ij NqV~Vh feyrh gS\</p>			
<p>3. Did you get the no. of days of leave as per your requirement/plan?</p> <p>D;k vkidks viuh t#jr ds eqrkfcd fnuksa dh NqV~Vh feyrh gS\</p>			
<p>4. How many times did you avail leave in :-</p> <p>vkus fuEufyf[kr o"kksZ esa fdruh ckj NqV~Vh yh%&</p> <p align="right">2011:- 1/2/3/>3 2012:- 1/2/3/>3 2013:- 1/2/3/>3</p>			
<p>5. How many times leave was denied when you needed it?</p> <p>vkidks fdruh ckj vodk'k ugha fn;k x;k] tc vkidks bldh vko';drk Fkh\</p> <p align="center">2011-</p> <p align="center">2012-</p> <p align="center">2013-</p>			
<p>6. Are you satisfied with the way you are treated by your colleagues and immediate superiors ?</p> <p>D;k vki vius lgdfeZ;ksa vkSj ofj"B vf/kdkfj;ksa ds O;ogkj ls larq"V gS\</p>			
<p>7. Do you enjoy your work ?</p> <p>D;k vkidks vius dk;Z esa vkuan vkrk gS\</p>			
<p>8. Approximately how many days were you on 12 hrs duty in:-</p> <p>vkus yxHkx fdruh fnu 12 ?kaVs dh M~;wVh dh%&</p> <p align="right">2012- 2013-</p>			
<p>9. Reason for manpower shortage in units:-</p> <p>bdkbZ;ksa esa cy lnL;kas dh la;k esa deh ds dkj.k%&</p> <p>01. Deficiency in unit (bdkbZ esa deh)</p> <p>02. Additional commitments such as IS duty/election duty(vkarfjd lqj{kk@pquko M~;wVh ;k vU; vfrfjDr drZO;)</p> <p>03. Additional duty post deployment not covered by survey (vfrfjDr</p>			

M-;wVh iksLVksa esa rSukrh] tks losZ esa 'kkfey ugha gSa)			
10. Did you get rest/weekly off while on 12hrs deployment? D;k vkidks 12 ?kaVs rSukrh ds nkSjku lklrkfgd vodk'k feyk gS\			
11. Did you get weekly off as per your turn in 2013 ? D;k vkidks viuh ckjh ds vuqlkj 2013 esa lklrkfgd vodk'k feyk gS\			
12. Are you satisfied with the medical facilities ? D;k vki fpdfRldh; lqfo/kkvksa ls larq"V gSa\			
13. Are you satisfied with the posting policy? D;k vki foHkkx dh LFkkukarj.k uhfr ls larq"V gS\			
14. Do you get posting of your choice? D;k vkidks vius ilan dk LFkkukarj.k feyrk gS\			
15. Are you satisfied with promotions/career progression? D;k vki inksUufr@dSfj;j izxfr ls larq"V gS\			
16. Are you satisfied with living conditions? D;k vki vkoklh; lqfo/kkvksa ls larq"V gS\			
17. Are you satisfied with educational avenue for your wards? D;k vki vius cPpkSa dks miyC/k 'kSf{kd lqfo/kkvksa@voljksa ls larq"V gS\			
18. Are you being relieved on posting in time ? D;k vkidks LFkkukarj.k ds nkSjku le; ls NksM+k tkrk gS\			
19. Do you feel your contribution is recognized? D;k vkidk ;ksxnku ljkkg tkrk gS\			
20. Are the Rules & Regulations are very tough and too strict in the name of discipline? D;k vuq'kklu ds uke ij vkidks dkQh l[r fu;eksa dk ikyu djuk iM+rk gS\			
Note : Please tick the relevant option.	Yes	No	Undecided
21. Are you satisfied with Grievance Redressal mechanism? D;k vki foHkkx dh d"V@O;fDRxr leL;k fuiVkjS dh O;oLFkk ls larq"V gS\			
22. Are you satisfied with welfare measures in the unit/Force ? D;k vki dY;k.kdkjh xfrfof/k;ksa@fdz;kdykiksa@mik;ksa ls larq"V gS\			
23. Are you satisfied with recreational & social activities in your unit? D;k vki bdkbZ ds euksjatk vkSj lkekftd dk;Zdzeksa ls larq"V gS\			

24. Do you get sufficient time for sports/Games/exercise? D;k vkidks [ksydwn@O;k;ke ds fy, i;kZlr le; feyrk gS\			
25. Do you get sufficient time to attend to your domestic responsibilities? D;k vkidks viuh ikfjokfjd ftEesokfj;ksa dks iwjk djus dk i;kZlr le; feyrk gS\			
26. Do you get sufficient time to pursue you religious/spiritual needs? D;k vkidks viuh /kkfeZd@vk/;kfRed vko';drkvksa dh iwfrZ ds fy, i;kZlr le; feyrk gS\			
27. Do you have access to your seniors for communicating your problem? D;k vki viuh leL;k ds laaca/k esa □□□□ ofj"B vf/kdkjh ls laidZ LFkkfir dj ikrs gSa\			
28. Do you feel your expectations are being met with in the organization? D;k vkidh vk'kk,i laxBu esa iwjh gks jgh gS\			
29. If you are barrack living person, were you able to maintain relations with your family members? ;fn vki cSjd esa jgrs gSa] rks D;k vki vius ifjokjtuksa ls laidZ djus esa@laaca/k ds fuokZg esa l{ke gS\			
30. Do you feel proud to be part of the organization you are in? D;k vkidks vius laxBu ij xoZ gS\			
31. Do you feel your services are respected at your place of work? D;k vkidks ,slk yxrk gS fd vkids dk;ZLFky ij vkidh lsokvksa dk lEeku fd;k tkrk gS\			
32. Period/length of tenure in hard area in LWE/Naxal/Counter Insurgency/Militancy/Terrorism affected areas? (02yrs./03yrs./> 3yrs.) gkMZ ,fj;k esa vkradokn]mxzokn]uDly]ys¶V foax mxzokn izHkkfor {ks= esa dk;kZof/k@le;kof/k \			
33. While at hard area posting was your family needs taken care of by the organization ? gkMZ ,fj;k LFkkukUrj.k ds nkSjku D;k vkidh ikfjokfjd vko';drkvksa dk /;ku laxBu ds }kjk j[kk x;k\			
34. Is rotation between hard area tenure & peace station tenure followed? D;k gkMZ ,fj;k ,oa 'kkUr LFkku esa dk;Zdky ds chp ds dze dk ikyu fd;k tkrk gS\			
35. If yes, how much is the time frame for each area? i.e. hard area/peace station.			

<p>;fn gkij] rks nksuksa izdkj dh rSukrh dk le; fdruk gS\</p> <p>In case of BSF - No. of years of service in border outpost. ITBP - Very High/High altitude. CRPF - IS Duties (all being none family station). SSB – border. CISF – hard area.</p>			
<p>36. While serving in hard area such as LWE/Naxal/Maoist infected/ CI/ Militant/ terrorism affected area is, the support systems provided ?</p> <p>D;k ys¶V foax mxzokn] uDly] ekvksokn] mxzokn] vkradokn izHkkfor dfBu {ks=ksa esa rSukrh ds nkSjku i;kZIr lgk;rk eqgS;k djok;h tkrh gS \</p>			
<p>37. Are the living conditions, while living in the hard area is satisfactory ?</p> <p>D;k gkMZ ,fj;k esa h vkoklh; ifjLFkfr;k; larks'ktud gS\</p>			
<p>38. Are the medical facilities in hard area postings is satisfactory?</p> <p>D;k gkMZ ,fj;k rSukrh ds nkSjku fpdfRldh; lqfo/kk,i larks'ktud gaS\</p>			
<p>39. As per the posting policy did you get posting of your choice at peace station following Hard area tenure?</p> <p>D;k LFkkukUrj.k uhfr ds rgr gkMZ ,fj;k dk;Zdky ds ckn vkidks vkids ilan dk 'kkUr ,fj;k feyk\</p>			

Note : Please tick the relevant option.	Yes	No	Undecided
<p>40. Are you equipped sufficiently in terms of clothing, Arms, equipment ?</p> <p>D;k vkidkss iwjh rjg ls gfFk;kjksa]midj.kksa vkSj mfpr oL=ksa ls lqfTtr fd;k tkrh gS\</p> <p style="text-align: right;">cgqr vPNk @Very Good- vPNk @Good- cqjk @Bad- cgqr cqjk @Very bad-</p>			
<p>41. Are you a thinking soldiers?</p> <p>D;k vki oSpkfjd ISfud gS\</p>			

42. Do you get encouragement from your superiors for giving creative ideas and suggestions? D;k vkidks vius l`tukRed fopkjksa@lq>koksa ds fy, ofj"B vf/kdkfj;ksa }kjk izksRlkfgr fd;k tkrk gS\			
43. Do you feel Improvement is needed for creating conducive environment for thinking. D;k vkidks yxrk gS fd fopkjksa ds izksRlkgu gsrq okrkoj.k rS;kj djus gsrq lq/kkj dh vko';drk gS			
44. Do you have any additional skills such as IT, Accounts, Legal etc.? D;k vkids ikl vfrfjDr {kerk,i tSls%& lwpuk izks ksfxdh] ys[kk] fof/k bR;kfn gS\			
45. If yes, please specify ;fn gkj] rks d`l;k crk,i			
46. Do you get due recognition and monetarily compensated for the additional capabilities with which you contribute to the organisation? D;k vkids M~;wVh ds vykok vU; lg;ksxksa ds fy, vkfFkZd izksRlkgu ;k ekU;rk nh tkrh gS\			
47. Does your additional qualifications/Skills/capabilities are given any extra weightage in career progression/ promotion? D;k vkidh vU; ;ksX;rkvksa@{kerkvksa dks vkids dSfj;j izxfr ;k inksUufr esa vfrfjDr Hkkj@vad fn;k tkrk gS\			
48. Do you feel stress/anxiety/tension while on duty? D;k vki M~;wVh ds nkSjku ruko@fpUrK dk vuqHko djrs gS\			

Questions for woman officer ()

49. Do you feel your gender is any way affecting your functioning in force? D;k vki eglwl djrh gSa fd cy esa vki dkedkt ls fdlh Hkh rjg izHkkfor gSa ?			
50. Are you able to balance your work life and family life? D;k vki cy ds dk;Z ds lkFk&lkFk ikfjokfjd thou larqfyr djus esa lQy gSa ;k ugha ?			

Socio-psychological Factors(lkekftd & ekufld dkjd)½

Note : Please tick the relevant option. (d`i;k lacaf/kr ij lgh dk fu'kku yxkosa)	Yes	No	Undecided
1. Are you happy with your social status and social identity? vki viuh lkekftd lLFkfr vkSj lkekftd igpku ds lkFk [kq'k gSa ?			
2. Being a CAPF person do you feel, you receive respect and recognition on par with state police.? l'kL= cy dk lnL; gksus ds ukrs] vkidsk yxrk gS fd vki jkT; iqfyl ds leku lEeku vkSj igpku izklr dj jgs gSa			

<p>3. Do you feel change of status from CPMF to CAPF has affected your official status and style of your functioning? vki eglwl djrs gSa fd lh ih ,e ,Q ls lh,ih,Q dh fLFkfr ifjorZu us vkidh vf/kdkfjd fLFkfr vkSj vius dkedkt dh dk;Z 'kSyh dks izHkkfor fd;k gS A</p>			
<p>iii) Do you feel that in a society where the dress code and social ethical and moral values are fast changing, it is becoming difficult for CAPF personnel to remain immune and unaffected by this change? D;k vki eglwl djrs gSa fd vki ,d ,sls lekt esa tgkW Ms^{al} dksM vkSj lkekftd uSfrd vkSj uSfrd ewY; rsth ls cnrys jgs gSa] ogkj lh,ih,Q dkfeZd dks bl ifjorZu ls vizHkkfor jgus ds fy, eqf^{dy} gksrk tk jgk gS ?</p>			
<p>iv) Do you feel that the cadre officers in the CAPFs, especially after change of nomenclature are left with a feeling of denial when it comes to being conferred with "IPS" as is the case with state police officials. This inturn drives in the fact that they are neither para-military nor a police force leaving 8.5 lakh CAPF personnel largely unsure of their identity? D;k vki eglwl dj jgs gSa fd [kkldj ukekadj.k ds i^{pr}~ lh,ih,Q ds dkWMj vQlj jk^V^a ikfpyl dehZ ¼tks ßvkbZih,lp inRr fd, tk jgs gSa ½ dh rgyuk esa frjLdkj dh Hkkouk ls jg x, gSaA IR; ;g gS fd vc os u rks v/kZISfud ,oa u gh iqfyl cy gS] blfy, lhih,,Q ds 8 +5 yk[k dfeZ;ksa dks dkQh gn rd mudh igpku ds fy, vfuf^{pr} NksM+ fn;k x;k gSaa \</p>			

Economic Factors ¼ vkfFkZd dkjd½

<p>Note : please tick the relevant option. (d`i;k lacaf/kr ij lgh dk fu'kku yxkosa)</p>	Yes	No	Undecided
<p>01 Given the economic conditions prevailing in the country, do you feel CAPFs are adequately compensated for their multifarious role in National Security when compared to other sectors VIZ PSUs in Public sector private sector? ns'k esa izpfyr vkfFkZd ifjfLFkfr;ksa dks ns[kr gq,] D;k vkidsk yxrk gS fd lh,ih,Q dks jk^V^{ah}; lqj{kk esa mudh fofo/k Hkwfedk ds fy,] lkoZtfud {ks=ksa o futh {ks= ds midzksa dh rgyuk esa vfrfjDr eqvkokt fn;k tk jgk gS \</p>			

<p>02. Given the increased cost of living conditions imposing compulsions of second household income on account of employment of spouse or from alternate source of earning, do you believe working in CAPF disables a force person to have additional source of income, due to frequent transferable nature of job.</p> <p>thou ;kiu dh ykxr esa gqbZ o`f) us] tgg; ifr o iRuh dh dekbZ ij nwljs ?kjsyw vk; dh foo'krk,W Fkksi nh] vki fo'okl djrs gSa fd lh,sih,Q esa ukSdjh dh yxkrkj gLrkari.kh; izd`fr ds dkj.k] vk; ds vfrfjDr lzksr u gksuk cy ds lnL; dks v'kDr dj fn;k gS A</p>			
<p>03. Do you feel, change of our economy from socialism to capitalism & resulting in materialism and consumerism oriented society is affecting the social status of CAPF personnel & is causing</p> <p>D;k vkidks yxrk gS] HkkSfrdokn vkSj miHksDrkokn ewyd lekt esa ftlds ifj.kkeLo:lk iwathokn lektokn ls gekjh vFkZO;oLFk dh ifjorZu ls lkekftd izHkkfor gks jgk gS tks lh,i,h,Q dfeZ;ks dh fuEu fLFkfr ds dkj.k gS A</p> <p>vii) Stress ruko viii) Dissatisfaction vlarks"k ix) Inadequacy vi;kZlrrk</p>			
<p>04. Do you feel the transferable nature of CAPFs is coming in the way of availing financial assistance(Housing/personal loan schemes) from banks/financial institutions?</p> <p>D;k vkidks yxrk gS fd lhih,Q dh gLrkari.kh; izd`fr vkidks cSdksa@foRrh; laLFkvska ls vkfFkZd lgk;rk ¼ vkokl@O;fDrxr __.k ;kstuvksa ½ dk ykHk mBkus ds jkLrs esa vk jgh gS+A</p>			
<p>05. Increasing cost of higher education in our economy coupled with inadequate financial schemes to meet the same is affecting the wards CAPF personnel adversely?</p> <p>vi;kZlr foRrh; ;kstuvksa ds lkFk feydj gekjh vFkZO;oLFk esa mPp f'k{kk dh ykxr c<+ jgh gS ftldk lh,i,h,Q ds cy lnL;ksa ds cPpksa ij izfrdwy izHkko gks jgk gS</p>			
<p>06. Do you feel increasing cost of medical treatment in our economy is putting a strain on the financial condition of CAPF personnel?</p> <p>D;k vkus eglwl fd;k gS fd gekjh vFkZO;oLFk esa fpdfRlk mipkj dh ykxr esa o`f) us lhih,Q dfeZ;ksa dh foRrh; gkyr ij ,d ncko Mkyk gS \</p>			
<p>07. Do you feel increased cost of living, in cost of food, clothing, housing, conveyance etc. is a major cause of stress & dwindling saving potential?</p> <p>D;k vkus eglwl fd, gS fd thou ;kiu dh c<+h gqbZ ykxr ls Hkkstu dh ykxr] oL=] vkokl] okgu vkfn ,d izeq[k dkj.k gS ftlls laHkkfor cpr ?kV jgh gS o c<+r ruko dk dkj.k gSA</p>			
<p>08. Do you feel the attitude of the non-banking financial institutions, not to give loans on consumer durables such as mobiles, computers, TV, refrigerators etc. that have become day-to-day necessities is</p>			

<p>psychologically degraded & demeaning to CAPF persons, when the need for such requirements is constantly raised by the spouse & children? D;k vkidks yxrk gS fd xSj&cSfdax foRrh; laLFkkvksa dk joS;k ,slk gS tSls fd os miHkksDrk dh fVdkm oLrqvksa tSls eksckby Qksu] dal;wVj] Vhoh] fQzt vkfn tks fnu izfrfnu O;fDr dh vko';drk,a cu xbZ gSa mudks [kjhnu ds fy, lh,ih,Q O;fDrksa dks yksu ukeatwj djuk gS] tks vko";drk,; yxkrkj ifr iRuh o cPpksa ds }kjk mBkbZ tkrh gSa mudks ekufld rkSj ij voufr dj jgk gSA</p>			
<p>09. Do you feel CAPF personnel especially on transferable jobs are adversely affected by the breakdown of joint family & other supportive systems? D;k vkidks yxrk gS fd la;qDr ifjokj o lgk;x iz.kkfy;ksa ds VwVus dk izfrdwy izHkko lh,ih,Q ds dfeZ;ksa tks gLrkarj.kh; ukSdjh esa gSa] muds Ajij gks jgk gS\</p>			
<p>10. Do you feel the shift in our economy from essentially agrarian & rural based economy to a more capitalist and service oriented economy that is urban based, drastically reducing the earning potential of CAPF personnel especially those with landed property hailing from rural and agricultural background. Has this shift resulted in stressful situation? D;k vkidks yxrk gS fd gekjh vFkZO;oLFkk tksfd d`f`k iz/kku vkSj xzkeh.k iz/kku ls vf/kd iw;thokn vkSj Isok IEeq[k vFkZO;oLFkk dh rjQ ifjofrZr gks jgh gS mlls] mu lh,ih,Q dehZ tksfd xzkeh.k vkSj d`f`k iz/kku Lrj ls vkrs gSa] mudh vtZu{kerk dks vfrxaHkhj {kfr igq;pk jgh gS] ftlls mudks ruko gks jgk gS \</p>			
<p>11. Do you feel occupational stress is affecting the force personnel? D;k vkidks yxrk gS fd O;kolkf;r ruko ls cy dkfeZd izHkkfor gks jgsa gSa \</p>			
<p>12. Do you feel the presence of occupational stress is accepted and duly redressed? D;k vkus O;kolkf;d ruko dh ekStwnxh dks Lohdkj dj fy;k gS vkSj mfpr jhfr ls mi;qZDr rkSj ij lq/kkj tk jgk gS \</p>			
<p>13. Do you feel the CAPF system has measures for destressors? D;k vki eglwl djrs gsS fd lh,ih,Q fILVe esa ruko dks eqDr djus ds lk/ku o mik;s gSa\</p>			
<p>14. Do you feel your views & opinions are valued and acted upon? D;k vki eglwl dj jgsa gSa fd vkids fopkj] jk; vkSj ewY;ksa dks ekU;rk nh tk jgh gS vkSj muds vuqlkj ppkZ dh tk jgh gS \</p>			
<p>15. Is there any change in deployment of force in CT/CI/AN/LIC operations after change in nomenclature from CPMF to CAPF (increase/ decrease/ remained same)? D;k lhVh@lhvkbZ@,,u@,yvkbZlh vkij's'kuksa esa lsuk dh rSukrh esa lhih,e,Q ls lh,ih,Q esa ukedj.k esa ifjorZu ds ckn dksbZ ifjorZ vk;k</p>			

gS ¼o`f}@deh@,e leku½ A			
16. Has the change in nomenclature from CPMF to CAPF has affected the force? IF yes, please explain lh,ih,e,Q ls lh,ih,Q esas ukedj.k ds ifjorZu us D;k cy dks izHkkfor fd;k gSS \ ;fn gkW] d`lk;k le>k,WA			
17. Do you feel, multitasking and deployment in areas other than the mandate dictated by preamble of the respective Act of the force, has put pressure/burden on the force personnel? D;k vkus eglwl fd;k gS fd eYVhVklhdax vkSj vU; {ks=ksa esa rSukrh] tksfd IEcfU/kr vf/kfu;e dh izLrkouk o tukns'k ds vfrfjDr gS] cy dfeZ;ksa ij cks> Mky jgk gS \			
18. If yes, are you being compensated for the additional duties being performed at various levels? ;fn gkW] D;k vkids jkjk fofHkUu Lrjksa ij fd, tk jgs vfrfjDr izn'kZu ds fy, vfrfjDr 'kqYd dk eqvkoth fn;k tk jgk gS \			

Environmental Factors (ekgkSy dkjd'½

Note : please tick the relevant option.	Yes	No	Undecided
01. Do you feel CAPF cadres are duly represented & are able to participate in decision making processes of the MHA? D;k vkidks eglwl gks jgk gS esa lh,-,ih,Q dSMj dks fof/kor izfrfuf/kRo dj jgs gSa vkSj x`g ea=ky; ds fu.kZ; ysus dh izfdz;k esa Hkkx ysus esa l{ke gSa \			
02. Do you feel you are able to be part of the above mentioned decision making process, presence of senior CAPF cadre officials in the ministry of Home Affairs is necessary so that problems of CAPFs are represented at the appropriate level unabridged? D;k vkidks yxrk gS fd mi;qZDr fu.kkZ;d izfdz;k esa Hkkx ysus ds fy,] x`g ea=ky; esa lh,ihQ ds mPp Lrjh dkMj vQljksa dh ekStwnxh vko"d gS] rkfd i;kZlr Lrj ij lh,ihQ dh leL;kvksa dks izLrq dj ldsa \			
03. Where do the CAPFs stand, Vis-à-vis the Army & the police? Isuk vkSj iqfyl dh rkyuk esa lh,-,ih,Q dk D;k vfLrRo gSaa ?			
04. Do you feel the broader environment in our country is conducive for the CAPFs to discharge their duties without fear or favour? D;k vkidks yxrk gS fd vkt ns"k dk ekgkSy fcuk i{kikr vkSj fuMj gksdj fuoZgu djus ds fy, lh,ih,Q ds vuqdwy gSO \			

<p>05. Given the internal security scenario in the country, do you feel, CAPFs should be given a clear status in the security structure of our country & a clear mandate? ns'k esa vkarfjd lqj{kk ifjn`'; dks ns[krs gq,] D;k vkidks yxrk gS fd lh,ih,Q dks gekjs ns'k ds lqj{kk <kaps esa ,d Li"V ntkZ fn;k tkuk pkfg,\</p>			
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General ¼ IkekU; ½

1. What in your opinion are the reasons for attrition in CAPFs? (in terms of VRS, Resignation, Suicide, Fratricide, Fraggng, Illness, Accidents)

vkidh jk; esa lh,ih,Q esa la?k'kZ.k ds D;k dkj.k gSa \ ¼ohvkj,l] bLrhQk] vkRegR;k] Hkzkr gR;k] tkucw>dj gR;k]

chekjh] nq?kZVuk ds dkj.k½

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2. What are your recommendations to overcome this situation of high attrition levels in CAPFs?

lh,ih,Q esa mPp la?k"kZ.k Lrj dh bl fLFkfr ij dkcw ikus ds fy, vkidh D;k fIQkfj'ksa gSa \

.....

.....

.....

Signature

(Additional Sheet) $\frac{1}{4}$ vfrDr "khV $\frac{1}{2}$

ANNEXURE -III**PERSONNEL QUESTIONNAIRE FOR GAZETTED OFFICERS (AC,DC,CO,DIG &IG)****Page No.01 to 08****Introduction to Questionnaire**

Dear Force Person/Sir,

This questionnaire is being introduced as a part of the research project on "Attrition in CAPFs". The aim of this project is to study various factors i.e. Organizational (including operational), Socio-Psychological, Financial, Economic and Environmental factors causing attrition (Attrition is a gradual reduction in workforce without firing of personnel, due to reasons such as VRS, resignation, suicide, fratricide (killing of Jawan by another brother Jawan), fragging (killing of a senior by his subordinate), death while in action/on duty, death due to illness, accidents etc.), in CAPFs. Attrition being loss of workforce which is not immediately replaced, puts increased burden on the remaining workforce leading to stress. Over 51,000 CAPF personnel have left the service on account of attrition during the years 2008-2012 and the trend continued through 2013, given the fact that a total 891 officers resigned and 10,094 Jawans quit (resignation + VRS) the CAPF service (CRPF, BSF, ITBP and CISF) in 2013.

We hope that this study will help towards understanding various reasons that are contributing to the trend of increasing attrition among CAPFs that are playing a crucial role in the internal security of our nation. This will further enable the concerned to improve the conditions affecting the CAPFs. Your contribution is valuable to us.

Before you answer the questionnaire, please read the instructions given below:

- This study is being conducted for you please spare your valuable time for this cause, we will be obliged.
- Please note that your details will be kept confidential.
- Questionnaire is lengthy. A lot of effort has gone into preparing this questionnaire. We will be grateful to you, if you could take this seriously and

answer the questionnaire, in objective manner, as we are trying to find out the causative factors resulting in high rates of attrition in CAPFs.

- In case you wish to provide additional inputs, not mentioned in the questionnaire, you may kindly provide the same by attaching additional sheet provided for the same. You may attach additional sheets if necessary.
- Please give sufficient time to answer the questionnaire and we request you to be honest with your responses.
- Please answer the questions to the best of your ability
- It is important that all the questions are answered by everyone so that we can get a clear understanding of the environment prevailing in CAPFs.

Thanking you,

(Santhi G.Jaidev)
Sr.Commandant, CISF
Research Person

ATTRITION IN CENTRAL ARMED POLICE FORCES (CAPFs)

Questionnaire for GOS (AC to IG & ADG/SDG)

Bio-graphical Data

01. Name :

02. Rank :

IPS

Non-IPS

03. Name of the organization :

**04. Date of joining service/
Length of tenure in CAPF**

06.No. of promotions taken in service :

07.Sex : Male

Female

08.Your reason for joining the CAPFs :

(Please rank them from 1 to 7, Most Important being 1 and least important being 7)

- Need for income
- Personal choice to be a role model
excitement of being in a uniformed service
- For family honour/pride
- For social status
- For job security & safety
- Since there was no other opportunity
- Others
(Please specify)

9. If you had an option, what other profession you would have taken up?

.....

.....

Note : please tick the relevant option.

10. In spite of the option, you would have still joined the CAPF?

11. In case you decide to leave the organization, what will be your reasons for the same? (Please put tick mark in the relevant box)

- **Better pay package**
- **Life with less stress**

- **To be able to give more time for family & to be in relaxed family life**
- **To be at family station to attend to family responsibilities, which would not have been possible, on account of posting, if continued in service.**
- **To avoid being in life at risk job**
- **To avoid facing any damage to career due to any disciplinary reasons**
- **For higher education of children**

Organizational factors (including operational & financial factors)

Note : please tick the relevant option.	Yes	No	Undecided
1. Do you feel your organization has provided sufficient avenues for your career progression? Please elaborate your views.			
2. Do you feel, the CAPFs have proper identity given their role in National security Please elaborate your views.			
3. Do you feel, the contribution of CAPFs in various roles is being duly recognized. Please elaborate your views.			
4. Are you happy with your status within the organization? Please elaborate your views.			
5. Do you feel satisfied with the remuneration (pay+perks) you received given the uncertainty and risk involved in your job? Your views,			
6. Do you feel your organization has proper policies with regard to:			
a) Posting policy &tenure			
b) Welfare			
c) Human Resource Management (Training., Rewards, Motivation, Morale etc.)			
d) Compensation for job related insecurities			
e) Grievance Redressal mechanism			
f) Complaint Handling mechanism			
g) Training /skill enhancement			
h) Recruitment			
i) Medical facilities & Health / wellness Management			
j) Housing/Barrack accommodation			
k) Education of Wards			

l) Counselling			
m) Recreational facilities			
n) Morale and Motivation			
o) Employment opportunities post retirement			
p) Leave			
q) Social life			
r) Pay			
s) Promotion			
t) Tenure of Operational deployment (Field Vs Peace station posting)			
u) Financial Security & Insurance			
7. Do you feel you are sufficiently trained to handle CI/CT/ LIC/AN operations			
8. Do you feel you are equipped to face the emerging challenges in CI/CT/LIC/AN operations			
9. Do you receive proper intelligence inputs, co-operation & co-ordination from local police, other intelligence agencies & district administration			
10. Do you feel your views & opinions in operational matters are valued and acted upon?			
11. Do you face hostility from local population & media while on CI/CT/LIC/AN operations			
12. Do you have the sufficient authority to take decisions in a given operational situation			
13. Do you have adequate support systems while on CI/CT/LIC/AN operations (Air Evac & Medical etc.)			
14. Do you get opportunity to take part in policy making?			
15. Do you feel your ideas/suggestions/views are taken to the higher officials in Ministry of Home Affairs unabridged?			
16. Do you receive aid from Police, Administration and other agencies on time in the time of contingency and necessity?			
17. Do you feel sufficiently empowered at par with State Police to deal with challenges in field?			
18. Do you feel the school facilities are sufficient for wards of CAPF personnel?			
19. Do you feel there are sufficient professional colleges for wards of CAPF personnel?			
20. Do you feel occupational stress is affecting the force personnel?			
21. Do you feel the presence of occupational stress is accepted and duly addressed?			

22. Do you feel the organizational system has measures for distressors?			
23. Do you feel sufficient infrastructure like Defence Institute for Psychological welfare (DIPR) exists for dealing with psychological well being of CAPF personnel engaged in sub conventional operations.			
24. Are academy/Training colleges of CAPFs duly accredited /certified by recognized universities to give professional degrees for the training/courses undergone?			
25. Do you feel the medical infrastructure is sufficient for CAPFs?			
26. Do you feel sufficient research / studies are being conducted into the issues and problems related to CAPFs?			
27. Do you feel there is need for dedicated research centers like IDSA, USI of Army for carrying out research studies on CAPFs?			
28. Do you feel empowered with the change in nomenclature from CPMF to CAPF Your comments, if any			
29. Has the change in nomenclature from CPMF to CAPF has affected the force in general in any way? IF yes, please explain			
30. Is there any change in deployment of force in CT/CI/AN/LIC operations after change in nomenclature from CPMF to CAPF (increase/ decrease/ remained same)?			
31. Do you feel, multitasking and deployment in areas other than the mandate dictated by preamble of the respective Act of each of the CAPFs, has put pressure / burden on the force personnel?			
32. If your answer to Q 31 is yes, are you being compensated for the additional duties being performed at various levels?			
33. Do you have job satisfaction serving in your organization.			

Questions for woman officer

34. Do you feel your gender is in any way affecting your functioning in the force?			
35. Are you able to balance your work life and family life?			

Socio-psychological

Note : please tick the relevant option.	Yes	No	Undecided
1. Are you happy with your social status and social identity?			
2. Being a CAPF person do you feel, you receive respect and recognition in society on par with state police?			
3. Do you feel change of status from CPMF to CAPF has affected your official status and style of your functioning?			
4. Do you feel that in a society where the dress code and social ethical and moral values are fast changing, it is becoming difficult for CAPF personnel to remain immune and unaffected by this change?			
5. Do you feel that the cadre officers in the CAPFs, especially after change of nomenclature are left with a feeling of denial when it comes to being conferred with "IPS" as is the case with state police officials. This in turn drives in the fact that they are neither para-military nor a police force leaving 8.5 lakh CAPF personnel largely unsure of their identity?			

Economic Factors

Note : please tick the relevant option.	Yes	No	Undecided
1. Given the economic conditions prevailing in the country, do you feel CAPFs are adequately compensated for their multifarious role in National Security when compared to other sectors VIZ PSUs in Public sector private sector?			
2. Given the increased cost of living conditions imposing compulsions of second household income on account of employment of spouse or from alternate source of earning, do you believe working in CAPF disables a force person to have additional source of income, due to frequent transferable nature of job.			
3. Do you feel, change of our economy from socialism to capitalism & resulting in materialism and consumerism oriented society is affecting the social status of CAPF personnel & is causing x) Stress xi) Dissatisfaction xii) Inadequacy			
4. Do you feel the transferable nature of CAPFs is coming in the way of availing (Housing/personal loan schemes) from banks/financial			

institutions?			
5. Increasing cost of higher education in our economy coupled with inadequate financial schemes to meet the same is affecting the wards CAPF personnel adversely?			
6. Do you feel increasing cost of medical treatment in our economy is putting a strain on the financial condition of CAPF personnel?			
7. Do you feel increased cost of living, in cost of food, clothing, housing, conveyance etc. is a major cause of stress & dwindling saving potential?			
8. Do you feel the attitude of the non-banking financial institutions, not to give loans on consumer durables such as mobiles, computers, TV, refrigerators etc. that have become day-to-day necessities, is psychologically degrading & demeaning to CAPF persons, when the need for such requirements is constantly raised by the spouse & children?			
9. Do you feel CAPF personnel especially on transferable jobs are adversely affected by the breakdown of joint family & other supportive systems?			
10. Do you feel the shift in our economy from essentially agrarian & rural based economy to a more capitalist and service oriented economy that is urban based, drastically reducing the earning potential of CAPF personnel especially those with landed property hailing from rural and agricultural background. Has this shift resulted in stressful situation?			

Environmental Factors

Note : please tick the relevant option.	Yes	No	Undecided
1. Do you feel CAPF cadres are duly represented & are able to participate in decision making processes of the MHA?			
2. Do you feel you are able to be part of the above mentioned decision making process, presence of senior CAPF cadre officials in the ministry of Home Affairs is necessary so that problems of CAPFs are represented at the appropriate level unabridged?			
3. Do you feel CAPFs have been given due place of pride, and recognition for their services when compared to Army and Police?			
4. Do you feel the broader environment in our country is conducive for the CAPFs to discharge their duties without fear or favour?			
5. Given the internal security scenario in the country, do you feel, CAPFs should be given a clear status in the national security structure of our country & a clear mandate?			

General

1.) What in your opinion are the reasons for attrition in CAPFs? (in terms of VRS, Resignation, Suicide, Fratricide, Fragging, Illness, Accidents)

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2.)What are your recommendations to overcome this situation of high attrition levels?

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Note: Please attach additional sheets , if necessary

Signature(Optional)

ANNEXURE-IV

QUESTIONNAIRE FOR HEADS OF CAPFs

1. Name:

2. Organisation:

3. Possible reasons for attrition in your organization:
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.....

4. Your valuable opinion/view on the role of your organization in internal security of our Country.
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.....

5. How important is the role of your organization in our National Security? Please give your views.
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6. Major interventions required to curb the increasing trend of attrition in our CAPFs.
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7. Any other valuable suggestions, beyond the scope of this research project, which in your opinion can contribute towards improving the service conditions in CAPFs.

EXIT INTERVIEW FORM

Note: It is a personal endeavor to conduct this exit interview with employee upon resignation and voluntary retirement to know your honest opinion about your organization. Your objective feedback may help us to improve the working condition and make better place to work. In this regard your co-operation is highly appreciated. Participation is voluntary.

uksV% bl fudkfl; lk{kkRdkj dk lapkyu djuk ,d futh iz;kl gS ftlds ek;e ls ge dsUnzh; v)Z ISfud cy ds deZpkjh tks LoSfPNd Isokfuo`fRr ij pys x, gSa ;k ftUgksaus Isok ls R;kx i= ns fn;k gS muds laxBu ds ckjs esa mu cy lnL;ksa ds futh fopkj tku ldsaA vkids oLrqfu`B lq>ko laxBu esa dke djus ds <ax dks lq/kkjus o bls dke djus ds ysgts ls ,d csgrij laxBu cukus esa gekjh en~n dj ldrs gSaA bl laca/k esa vkidk lg;ksx vR;Ur ljkguh; gksxkA vkidh Hkkxhnhkj LoSfPNd gSA

01. Name ¼uke ½% _____ .Force No. ¼cy la;k½%_____.Dept¼foHkkx½%
BSF/CRPF/CISF/ ITBP/SSB

02. Date of Joining ¼fu;qfDr dh frfFk½:_____ Rank at Joining¼fu;qfDr ds le; in½:

03. Date of Leaving¼fuo`fRr dh frfFk½:_____ Rank at leaving ¼fuo`fRr ds le; in½ :

04. Mode of leaving¼fuo`fRr dk izdkj½: VRS¼LoSfPNd Isokfuo`fRr½ _____
Resign¼bLrhQk½_____

05. Present occupation with designation (if any) ¼orZeku esa O;olk; o in ¼;fn gS
½:_____

06. Present Gross emoluments per month¼ekfld
vk;½:_____

07. How long did you contemplate about leaving the CAPF organization (on VRS/Resignation)?
vkus lh,ih,Q laxBu dks NksM+us ds ckjs esa fdruk le; ls euu fd;k gS \

08. What specific incident or circumstance or reasons made you begin contemplating about leaving the CAPF organization? Also mention additional reasons/factors?
fdl fof`k`V ?kVuk ;k ifjfLFkfr ;k dkj.kksa ls vkus lh,ih,Q laxBu dks NksM+us ds ckjs esa fopkj fd;k d`l;k ;fn dksbZ blds vykok vU; dkj.k gS rks mldks Hkh n`kkZ;saA

09. What were your reasons for leaving the CAPF organization?
fdu dkj.kksa ls vkus lh,ih,Q laxBu dks NksM+k Fkk\

10. Did you discuss about your decision with your i.colleagues:-_____
- ii. Superior:-_____
- iii. Family Member: - _____
- D;k vkus vius fu.kZ; ds ckjs esa of.kZr O;fDr;ksa esa ls fdlh ls ppkZ dh \ 1- lgdeZpkjh
%+-----
- 2- Okfj'B vf/kdkfj;ksa%-----
- 3- ifjokj ds lnL;% -----
- Ykxkrkj ist la[k&2**
- %% 2 %%**

11. Was there any counseling in your organization to retain you?

D;k vkidks laxBu esa cuk;s j[kus ds fy, dksbZ ijke"kZ fn;k x;k Fkk\

12. What could have been done within the organization which may have helped you towards a decision to stay back and continue in the CAPF organization?

laxBu }kjk ,slk D;k fd;k tkus ls vkidks lh,ih,Q laxBu esa cus jgus vkSj viuk dSfj;j tkjh j[kus ds fy, enn dj ldrk Fkk \

13. What did you like best about your job?

D;k vki crk ldrs gS fd viuh ukSdjh esa lcls T;knk vkidks D;k ilun vk;k\

14. What did you dislike most about your job?

D;k vki crk ldrs gS fd vkidks viuh ukSdjh esa D;k ilUn ugha vk;k\

15. What recommendation would you have for making the CAPF organization a better place to work?

lh,ih,Q laxBu dks vkSj csgrj cukus ds fy, vkids D;k lq>ko gSa\

16. Would you have stayed in CAPF if better/more satisfactory/suitable arrangement were in place? If so, please state?

vxj vkidk]s csgrj@vf/kd larks'ktud@mi;qZDr O;oLFkk eqg;~;k djkbZ tkrha rks D;k vki lh,ih,Q esa lsokjr jgrs \ vxj gkW

rks d`l;k muds ckjs esa crk;s\

It has been explained to me at the beginning of this exit interview that this is voluntary and I was given the option to not to participate in this interview if I so desired? -----Yes/No

;g eq>s bl fudkl lk{kkRdkj ds izkjEHk esa gh izfriknu fd;k x;k Fkk fd ;g ,d LoSfPNd lg&Hkkxhkrk gSa vkSj eq>s ;g fodYi fn;k x;k gS fd eSa blesa Hkkx ysuk esjh LosPNk ij fuHkZj djrk gS bls fy, eSa fdlh Hkh izdkj ls ck/; ugha gwWaA

signature

¼gLrk{kj½

(Optional/oSdfYid)

APPENDIX-1

CAREER PROSPECTS AND PROMOTION AVENUES

1) CENTRAL RESERVE POLICE FORCE

FROM	TO	RESIDENCY PERIOD FOR PROMOTION AS PER RRs (PLANNED)	ACTUAL TIME TAKEN FOR PROMOTION
CT (BUG/ MALI/ PTR)	HC/ GD	5 Year	19 Years
HC/ GD	ASI/GD	5 years service	8 Years
ASI/GD	SI/GD	6 years service in the grade failing which 1 year service as ASI and total 16 years service from CT to ASI	2-3 Years
SI/GD	INSP (GD)	5 years service s SI/GD failing which SI/GD with 3 years service as SI/GD and 21 years total service from CT to SI (GD)	3 to 4 years
CT ARMOR	HC/ARMOR	5 Years service	5 to 6 years
HC/ ARMOR	SI/ARMOR	10 years service as HC/Armr failing which 5 years service as HC/Armr and 15 years combined service from CT/Armr to HC/ Armr	16 years
SI/ ARMOR	INSP/ARMOR	05 yers service as SI/Armr failing which 03 years service s SI/Armr and 20 years combined service from CT/Armr to SI/Armr	7 years
CT/FTR	HC/FTR	5 years service.	10 years
HC/FTR	SI/MM	10 years service as HC/FTR failing which 05 years service as HC/FTR and 15 years combined service	13 years

		from CT/FTR to HC/FTR.	
CT/DVR	HC/DVR	5 years service	13 years
HC/DVR	SI/MT	10 years service as HC/DVR failing which 05 years service as HC/DVR and 15 years combined service from CT/DVR to HC/DVR	16 years
SI(MT/MM)	INSP/MT	05 years service as SI(MT/MM) failing which 3 years service as SI(MT/MM) and 20 years combined service from CT(FTR/DVR) to SI(MT/MM)	7 years
CT/ BRASS BAND	HC/ BRASS BAND	5 years service	22 years
HC/ BRASS BAND	SI/ BRASS BAND	10 years service as HC/ brass band failing which 05 years service as HC/Brass Band and 15 years combined service from CT to HC/ Brass Band.	15- 16 years
SI Brass Band	INSP/ BRASS BAND	05 years service as SI/Brass Band failing which 3 years service s SI/Brass Band and 20 years combined service from CT to SI (Brass Band)	4- 5 years
CT/ PIPE BAND	HC/ PIPE BAND	5 years service	17 years
HC/ PIPE BAND	SI/ PIPE BAND	10 years service as HC/ Pipe Band failing which 05 years service as HC/ Pipe Band and 15 years combined service from CT to HC/ Pipe Band.	13 years
CT/ TLR	HC/ TLR	5 years service	22 years
HC/ TLR	SI/TLR	10 years service as HC/ TLR failing which 05 years service as HC/TLR and 15 years combined service from CT to HC/ TLR	12- 13 years
CT/ COBLLER	HC/ COBBLER	5 years service	24 years
CT/ CPTR	HC/CPTR	5 years service	15- 16 years
CT/ GD/ BUG/ MALI/ PTR) MAHILA	HC (GD) MAHILA	5 years service.	19 years
HC (GD) MAHILA	ASI (GD) MAHILA	5 years service	10- 11 years
ASI/(GD) MAHILA	SI (GD) MAHILA	6 years service in the grade failing which 1 year service as ASI and	2-3 years

		total 16 years service from CT to ASI.	
SI (GD) MAHILA	INSP (GD) MAHILA	5 years service as SI/GD failing which SI/GD with 3 years service as SI/GD and 21 years total service from CT to SI(GD)	9- 10 years
CT (TLR) MAHILA	HC (TLR) MAHILA	5 years service	17 years

2) **INDO TIBETAN BORDER POLICE**: Data not provided.

3) **SASHASTRA SEEMA SURKSHA BAL**: Data not provided

4) **BORDER SECURITY FORCE**:

FROM	TO	RESIDENCY PERIOD FOR PROMOTION AS PER RRs (PLANNED)	ACTUAL TIME TAKEN FOR PROMOTION
CT/GD	HC/GD	8 years as CT	22 years
HC/GD	ASI/GD	5 years as HC	ASI post newly sanctioned. It is not feasible at this stage to assess the stagnation. Earlier, against residency period of 5 yrs, HCs used to take 12-13 years for promotion to SI
ASI/GD (50 %+ unfilled vacancies of LDCE)	SI/GD	6 years as ASI	
SI	INSP	5 years as SI	5 years
MINISTRIAL			
HC /MIN	ASI/MIN	5 years as HC	5 yrs (Prior to 2004, ASI was feeder grade of Min Cadre)
ASI/Min	SI/ MIN	6 years as ASI	12-13 years
SI/ MIN	INSP/MIN	5 years as SI	12-13 years
INSP/MIN	AC/ JAO	3 years as Insp	8-9 years
STENOGRAPHIC CADRE			
ASI/STENO	SI/ STENO	6 years as ASI	6 years (Prior to 2004, SI was feeder grade of Steno Cadre)
SI/STENO	INSP/STENO	5 years as SI	20- 21 years
INSP/STENO	AC	3 years as Insp	13-14 years
OFFICERS (GD)			
INSP	AC	3 years as Insp	10 years

AC	DC	5 years as AC	6 years
DC	2 IC	11 years + 2 years as DC	17 years`
2IC	CO	15 years + 5 years as 2 IC	20 years
CO (80 %)	DIG	20 years + 2 years as CO	26 years
DIG (50 %)	IG	24 years + 2 years as DIG	33 years
IG (01 Post)	ADG	30 years+ 3 years as IG	39 years + (Relaxed by 1 yr)

5) CENTRAL INDUSTRIAL SECURITY FORCE:

FROM	TO	RESIDENCY PERIOD FOR PROMOTION AS PER RRs (PLANNED)	ACTUAL TIME TAKEN FOR PROMOTION (IN YEARS)
EXECUTIVE CADRE			
SI/Exe	Inspector	05	09 (2003)
ASI/Exe	SI/Exe	06	06 (2007)
HC/GD	ASI/Exe	05	16 (1997)
HC/Dvr	ASI/Exe	05	16 (1997)
Constable	HC/GD	08	22 (1991)
MINISTERIAL CADRE			
SI/Min	Insp/ Min	05	21 (1992)
SI/Steno	Insp/Steno	05	22 (1991)
ASI/Clk	SI/ Min	06	18 (1995)
ASI/Stn	SI/Stn	06	06 (2007)
HC/Clk	ASI/Clk	05	05 (2008)
FIRE CADRE			
SI/Fire	Insp/ Fire	05	12 (2001)
SI/Mech	Insp/ Fire	05	15 (1998)
ASI/Fire	SI/ Fire	06	15 (1996)
ASI/Ftr/MM/AE	SI/ Mech	05	15 (1996)
HC/ DCPO	ASI/Fire	05	20 (1993)
HC/ Fire	ASI/Fire	05	19 (1994)
Const/ Fire	HC/ Fire	05	19 (1994)

APPENDIX- II**1.Comparative Salary particulars of CISF Personnel V/S NTPC Employees
(as of May 2014)**

Rank	Const./Trades man initial apptt..					NTPC Employ	
	Init. Basic					W5	
Basic	5200					Basic	13500
G.P	2000						0
Total	7200						0
D.A	7200					DA	13500
FPA	210						0
W.A/KMA	75					All.Allow. 47%	6345
COR	2027						0
FFA	875						0
CEA	1250						0
CEA	1250						0
Total	20087						33345
Rank	Const./Trades man initial apptment..					NTPC Employ basic	
	Init. Basic					W6	
Basic	5200					Basic	14500
G.P	2000						0
Total	7200						0
D.A	7200					DA	14500
FPA	210						0
W.A/KMA	75					All.Allow. 47%	6815
COR	2027						0
FFA	875						0
CEA	1250						0
CEA	1250						0
Total	20087						35815
Rank	Head Const. initial apptment.					NTPC Employ	

						basic	
	Init. Basic					W7	
Basic	5200					Basic	16000
G.P	2400						0
Total	7600						0
D.A	7600					DA	16000
FPA	210						0
W.A/KMA	75					All.Allow. 47%	7500
COR	2027						0
FFA	875						0
CEA	1250						0
CEA	1250						0
Total	20887						39500
Rank	ASI initial appontment..					NTPC Employ basic	
	Init. Basic						
Basic	5200					Basic	24900
G.P	2800						0
Total	8000						0
DA	8000					DA	24900
FPA	210						0
W.A/KMA	75					All.Allow. 47%	11703
COR	2027						0
FFA	875						0
CEA	1250						0
CEA	1250						0
Total	21687						61503
Rank	SI initial appontment..					NTPC Employ basic	
	Init. Basic						
Basic	9300					Basic	29100
G.P	4200						0
Total	13500						0
D.A	13500					DA	29100
FPA	400						0
W.A/KMA	375					All.Allow. 47%	13677
COR	2094						0
FFA	875						0
CEA	1250						0
CEA	1250						0
Total	33244						71877
Rank	Insp. initial appontment..					NTPC Employ	

						basic	
	Init. Basic						
Basic	9300					Basic	32900
G.P	4600						0
Total	13900						0
D.A	13900					DA	32900
FPA	400						0
W.A/KMA	375					All.Allow. 47%	15463
COR	2094						0
FFA	875						0
CEA	1250						0
CEA	1250						0
Total	34044						81263
Rank	A.C. initial appontment..					NTPC Employ basic	
	Init. Basic					E-5/Sr.Mgr	
Basic	15600					Basic	36600
G.P	5400						0
Total	21000						0
DA	21000					DA	36600
FPA	550						0
W.A/KMA	375					All.Allow. 47%	17202
CEA	1250						0
CEA	1250						0
	45425						90402
Rank	D.C. initial appontment..					NTPC Employ basic	
	Init. Basic					E-6/DGM	
Basic	15600					Basic	43200
G.P	6600						0
Total	22200						0
D.A	22200					DA	43200
FPA	550						0
W.A/KMA	375						0
COR	0					All.Allow. 47%	20204
FFA	0						0
CEA	1250						0
CEA	1250						0
Total	47825						106604
Rank	Comdt.. initial appontment..					NTPC Employ basic	
	Init. Basic					E-7/AGM	
Basic	15600					Basic	51300

G.P	7600					0
Total	23200					0
D.A	23200				DA	51300
FPA	550					0
W.A/KMA	375					0
COR	0				All.Allow. 47%	24111
FFA	0					0
CEA	1250					0
CEA	1250					0
Total	49825					126711
Rank	Sr.Comdt initial appontment..				NTPC EmPLOY basic	
	Init. Basic				E-8/GM	
Basic	37400				Basic	59500
G.P	8700					0
Total	46100					0
DA	46100				DA	59500
FPA	550					0
W.A/KMA	375					0
COR	0				All.Allow. 47%	27965
FFA	0					0
CEA	1250					0
CEA	1250					0
Total	95625					146965
Rank	DIG initial appontment..				NTPC EmPLOY basic	
	Init. Basic				E-9/ED	
Basic	37400				Basic	68990
G.P	8900					0
Total	46300					0
DA	46300				DA	68990
FPA	550					0
W.A/KMA	375					0
COR	0				All.Allow. 47%	32425
FFA	0					0
CEA	1250					0
CEA	1250					0
Total	96025					170405
Rank	IG Initial appointment				NTPC employee basic	

	Init. Basic						
Basic	48000					Basic	
G.P	10000						
Total	58000						
DA	58000					DA	
FPA	550						
W.A/KMA	375						
COR	0					All.Allow. 47%	
FFA	0						
CEA	1250						
CEA	1250						
Total	119425						

02. Salary particulars of BPCL Employees (as of May 2014)

M-A Grade- M (A) Engineer	
Payments	Amount (Rs)
Basic	29100.00
Dearness Allowance	26336.00
HRA	5820.00
Transport Subsidy Arrears	-3500.00
Safety Award	6130.00
House Maint/Upkeep All	3119.00
Fitness Allowance	2910.00
Educational Support Allow	1455.00
Self Prof.Updation Allow	1455.00
Round off-Current month	3.86
Total Payments (A) :	Rs. 72,829.38

M-B Grade- M-B Senior Engineer	
Payments	Amount (Rs)
Basic	31810.00
Dearness Allowance	28788.00
HRA	6362.00
Remote Access Facility	1300.00
Safety Award	6130.00
Rotat. Duty Com Day	130.00
Rotat Duty Com Day Arrear	318.00
Rotat Duty Com Ave Arrs	82.56
Rotat Duty Com Night Arrs	600.00
Rotat Duty Com Day OT Arr	130.00

Rotat Duty Com Eve OT Arr	1.30
House Maint./Upkeep All.	1272.40
Fitness Allowance	3181.00
Educational Support Allow	1590.50
Self Prof.Updation Allow	1591.00
Round off –Current month	-1.60
Total Payments (A) :	Rs. 83,285.82

M-C Grade- C Deputy Engineer	
Payments	Amount (Rs)
Basic	37400.00
Dearness Allowance	33847.00
HRA	7480.00
Remote Access Facility	1400.00
Safety Award	6130.00
House Maint./Upkeep All.	2603.04
Fitness Allowance	1870.00
Educational Support Allow	1870.00
Self Prof.Updation Allow	1870.00
Round off –Current month	-3.89
Total Payments (A) :	Rs. 94,466.15

M-D Grade- Engineer	
Payments	Amount (Rs)
Basic	50650.00
Dearness Allowance	45838.00
HRA	10130.00
Remote Access Facility	1500.00
Safety Award	6130.00
House Maint./Upkeep All.	6078.00
Fitness Allowance	3039.00
Educational Support Allow	2532.50
Self Prof.Updation Allow	2533.00
Round off –Current month	2.09
Total Payments (A) :	Rs. 128,432.59

Grade- M-E Senior Manager

Payments	Amount (Rs)
Basic	62190.00
Dearness Allowance	56282.00
HRA	12438.00
Remote Access Facility	1600.00
Safety Award	6130.00
House Maint./Upkeep All.	4353.30
Fitness Allowance	4353.30
Educational Support Allow	3109.50
Self Prof.Updation Allow	3110.00
Round off –Current month	-1.82
Total Payments (A) :	Rs. 153,564.28
M-F Grade- M (F) Chief Manager	
Payments	Amount (Rs)
Basic	70020.00
Dearness Allowance	63368.00
HRA	14004.00
Remote Access Facility	1700.00
Family Planning Allowance	865.00
Safety Award	6130.00
House Maint./Upkeep All.	7051.01
Fitness Allowance	2800.80
Educational Support Allow	3501.00
Self Prof.Updation Allow	3501.00
Round off –Current month	4.87
Total Payments (A) :	Rs. 172,945.68

Grade M- G (DY. G. M)	
Payments	Amount (Rs)
Basic	73000.00
Stagnation Increment	4380.00
Dearness Allowance	70029.00
HRA	15476.00
Remote Access Facility	1750.00
Safety Award	6130.00
Self Prof.Updation Allow	3869.00
Round off –Current month	-2.01
Total Payments (A) :	Rs. 174,631.99

GRADE W-2 (WORKMAN)

STANDARD MONTHLY SALARY

BASIC	12112.00
DA	9011.00
CCA	0.00
HRA	2422.00
DUTY ALLOW	0.00
PAYMENTS	AMOUNT (RS.)
BASIC	12112.00
BASIC ARREARS	465.85
DEARNESS ALLOW	9011.00
DEARNESS ALLOW ARREARS	346.59
SKILL UPDATION	600
SKILL UPDATION ARREARS	23.07
R&C ALLOWANCE	235.00
R&C ALLOWANCE ARREARS	9.04
HRA	2422.00
HRA RREARS	93.15
CONVEYANCE REIMBURSEMENT	1100.00
CONVEY REIMB ARREARS	1561.29
SAFETY AWARD	6130.00
ROTAT.DUTY COM DAY	298.38
ROTAT.DUTY COM DAY ARREARS	500.00
ROTAT.DUTY COM DAY EVENING	150.00
ROTAT.DUTY COM DAY EVE ARRS	299.00
ROTAT.DUTY COM NIGHT	300.00
ROTAT.DUTY COM NIGHT ARRS	450.00
ROTAT.DUTY COM DAY OT ARR	150.00
ROTAT.DUTY COM EVE OT ARR	250.00
ROTAT.DUTY NIGHT OT ARR	150.00
OVERTIME	2437.20
OVERTIME ARREARS	6499.20
ROUND OFF-CURRENT MONTH	-2.69

TOTAL PAYMENTS	RS.	45,590.59
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GRADE W-4 (WORKMAN)

STANDARD MONTHLY SALARY

BASIC	15631.00
DA	11629.00
CCA	00.00
HRA	3126.00
DUTY ALLOW	0.00
PAYMENTS	AMOUNT (RS.)
BASIC	15029.81
DEARNESS ALLOW	11181.73
SKILL UPDATION	769.23
R&C ALLOWANCE	264.42
HRA	3005.77
CONVEYANCE REIMBURSEMENT	1057.69
SAFETY AWARD	6130.00
ROTAT.DUTY COM DAY	400.04
ROTAT.DUTY COM DAY ARREARS	700.00
ROTAT.DUTY COM EVENING	100.13
ROTAT.DUTY COM EVE ARRS	199.25
ROTAT.DUTY COM NIGHT	450.00
ROTAT.DUTY COM NIGHT ARRS	450.00
ROTAT.DUTY COM DAY OT ARR	200.00
ROTAT.DUTY NIGHT OT ARR	450.00
OVERTIME	6290.88
OVERTIME ARREARS	6290.88
ROUND OFF-CURRENT MONTH	2.69
TOTAL PAYMENTS	RS. 52,972.48

GRADE W-5 (WORKMAN)

STANDARD MONTHLY SALARY

BASIC	17065.00
DA	12696.00
CCA	0.00
HRA	3413.00
DUTY ALLOW	0.00
PAYMENTS	AMOUNT (RS.)
BASIC	17065.00
DEARNESS ALLOW	12696.00
SKILL UPDATION	1100.00
R&C ALLOWANCE	275.00
HRA	3413.00
CONVEYANCE REIMBURSEMENT	1100.00
WASHING ALLOWANCE	350.00
SAFETY AWARD	6130.00
ROTAT.DUTY COM DAY	300.00
ROTAT.DUTY COM DAY ARREARS	600.00
ROTAT.DUTY COM EVENING	354.13
ROTAT.DUTY COM EVE ARRS	300.00
ROTAT.DUTY COM NIGHT	450.00
ROTAT.DUTY COM NIGHT ARRS	900.00
ROTAT.DUTY COM DAY OT ARR	187.50
ROTAT.DUTY COM EVE OT ARR	100.00
ROTAT.DUTY NIGHT OT ARR	300.00
ACTING ALLOW – LEVEL 1	858.71
ACT ALLOW – LEVEL 1 ARREARS	1350.00
ACT ALLOW – LVL 1 OT ARREARS	438.75
OVERTIME	9157.12
OVERTIME ARREARS	6581.68
ROUND OFF-CURRENT MONTH	4.80
TOTAL PAYMENTS	RS. 64,011.69

GRADE W-6 (WORKMAN)

STANDARD MONTHLY SALARY

BASIC	25933.00
DA	19294.00
CCA	0.00
HRA	5187.00
DUTY ALLOW	0.00
PAYMENTS	AMOUNT (RS.)
BASIC	24935.00
DEARNNESS ALLOW	18551.92
SKILL UPDATION	1153.85
R&C ALLOWANCE	312.50
HRA	4987.50
CONVEYANCE REIMBURSEMENT	1057.69
WASHING ALLOWANCE	336.54
SAFETY AWARD	6130.00
ROTAT.DUTY COM DAY	500.00
ROTAT.DUTY COM DAY ARREARS	600.00
ROTAT.DUTY COM EVE ARRS	500.00
ROTAT.DUTY COM NIGHT	150.00
ROTAT.DUTY COM NIGHT ARRS	600.00
ROTAT.DUTY COM DAY OT ARRS	81.25
ACTING ALLOW – LEVEL 1	90.00
ACT ALLOW – LEVEL 1 ARREARS	270.00
OVERTIME	3479.04
OVERTIME ARREARS	2826.72
HOUSE MAINT./UPKEEP ALL	1902.59
FITNESS ALLOWANCE	2493.56
EDUCATIONAL SUPPORT ALLOW	1246.78
ROUND OFF-CURRENT MONTH	2.75
TOTAL PAYMENTS	RS. 72,208.27

GRADE W-7 (WORKMAN)

STANDARD MONTHLY SALARY

BASIC	27694.00
DA	20604.00
CCA	0.00
HRA	5539.00
DUTY ALLOW	0.00
PAYMENTS	AMOUNT(RS.)
BASIC	27694.00
BASIC ARREARS	-133.14
DEARNESS ALLOW	20604.00
DEARNESS ALLOW ARREARS	-99.06
SKILL UPDATION	1300.00
SKILL UPDATION ARREARS	-6.25
R&C ALLOWANCE	325.00
R&C ALLOWANCE ARREARS	-1.56
HRA	5539.00
HRA ARREARS	-26.63
CONVEYANCE REIMBURSEMENT	1100.00
CONVEYANCE REIMB ARREARS	-5.29
WASHING ALLOWANCE	350.00
WASHING ALLOWANCE ARREARS	-1.68
SAFETY AWARD	6130.00
ROTAT.DUTY COM DAY	200.00
ROTAT.DUTY COM DAY ARREARS	500.00
ROTAT.DUTY COM EVENING	300.00
ROTAT.DUTY COM EVE ARREARS	589.75
ROTAT.DUTY COM NIGHT	300.00
ROTAT.DUTY COM NIGHT ARR	600.00

ROTAT.DUTY COM EVE OT ARR		100.00
OVERTIME		3715.20
OVERTIME ARREARS		3715.20
HOLIDAY PAY – WM ARREARS		1857.60
ROUND OFF-CURRENT MONTH		-1.23
TOTAL PAYMENTS	RS.	74,644.91

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