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Capability Assessment of Human Resource Development Centres in the Indian Army for Development of Soldiers



Colonel Sumita Pattanayak is a Senior Fellow (on Study Leave) at CLAWS. The Officer was commissioned into the Army Education Corps (AEC) in 1998. A double graduate in Science and Education, she holds a Master Degree in Business Administration. She has held a series of successful instructional appointments in the National Defence Academy, Indian Military Academy, Bengal Engineer Group and Army Education Corps Training College & Centre and also has vast experience of staff appointment at Brigade, Division, Corps and Command Headquarters.

“Human potential is the only limitless resource we have in this world”.

—Carly Fiorina

Introduction

Human Resource Development (HRD) is a continuous and evolving process in all organisations. All organisations invest in the training and capability enhancement of its personnel with an aim to empower its employees with adequate knowledge as well as the latest development in a particular field. Therefore, HRD in the Indian Army is of paramount importance as it is the ‘man behind the machine’ whose ‘success scripts victory and failure renders defeat’.

HRD for soldiers is carried out under Human Resource Development Centres (HRDCs)

Key Points

- HRD in the Indian Army is of paramount importance as it is the ‘man behind the machine’ whose ‘success scripts victory and failure renders defeat’.
- HRDC aims at conducting various academic bridge courses such as Recruitment Tests, and Basic Foundation Course and other education certificate cadres with an aim to provide advanced education to soldiers in their respective fields.
- Honour and pride is instilled in the troops by HRDC personnel through workshops and seminars focusing on motivation and morale.
- HRDCs helps in maintaining a balance in his/her post retirement life, wherein most of them take up second career and work in the civil life, which indirectly helps in nation building as they are valuable and experienced human resource.



which are echeloned at Command HQs and various field formations. These centres have exclusive as well as overlapping roles towards the human resource development. The roles of these centres are summarised as under:

The aim and objectives of HRDCs in the army are:-

- To enable soldiers assimilate knowledge and skills required for his/her professional competence and growth.
- To stimulate them to cultivate worthwhile interests in their profession.
- To strengthen their ability to express themselves effectively.
- To develop critical and creative thinking.
- To develop their personality and character.
- To develop a healthy attitude towards problems and people.
- To make them disciplined so that they become an asset for the organisation and society.
- To condition them to act according to ethics of the Army.
- To provide personal guidance after duly identifying the problems— educational, social and emotional that the soldiers face, as for a soldier, his or her first family is his fellow army men.

Academic Fields

HRDC aims at conducting various academic bridge courses such as Recruitment Tests, and Basic Foundation Course and other education certificate cadres with an aim to provide advanced education to soldiers in their respective fields.

- **Language Education.** The Corps is also contributing in teaching of English alongwith developing and promoting the implementation of Hindi, and other regional languages. This will not only help the soldiers in performing their duties efficiently but also integrate them as a larger whole specially in operational areas. Some of the important regional languages taught at HRDC are Urdu, Kashmiri, Kuki, Gurjari etc. Further, AEC Training College at Pachmarhi, undertakes teaching of various foreign languages such as Chinese, Dzongkha, Tibetan, Arabic, Persian, Russian, Burmese, and Pashto etc.
- **IAEP (IGNOU Army Education Project) and Distance Education.** Not long ago, HRDC was the biggest organisation for higher education. HRD is a pivotal cog for HRM in any organisation involving broadening of knowledge and skill base of employees. The requirement of higher educational qualification for ex -servicemen for their post retirement employment has also changed considerably over the period.



The more higher qualification a soldier attains, the more it is easy for him/her to adapt to new changes and developments like technological advancements, etc. To make up for the acute shortage of officers, providing higher education to JCOs and NCOs, will ease the burden to share greater responsibilities.

- **Coaching and Counselling.** Library services are the responsibility of respective formation in the army. The essential duties of instructors at the HRDCs include Library and Information Science services along with counselling. Army personnel are coached for various career enhancement courses as well as for upgrading their academic qualifications. Special set coaching and counselling cells have been established in the HRDC Libraries which deals mainly with the queries related to various opportunities in the army during a soldier's service and post his retirement. These cells function as information bureaus for the soldiers. Soldiers who are aspiring to get a commissioned rank (officer cadre) in the army are provided with coaching and guidance, this is also extended to their wards for joining various Military and Sainik Schools as cadets. Various personality development programmes are also being run and communication skill training is also given along with mock interview practices in these cells by qualified and specialist HRDC personnel for the prospective candidates.
- **Information Technology (IT) Education.** Another academic field which HRDC instructors can contribute is in the field of Information Technology by means of training and computer awareness. In the beginning, IT training was being imparted to a selected batch mainly through special programmes, but contemporarily, the HRDC has widened the scope of IT training in army by integrating structured periods in each and every course/cadre run by the HRDC for soldiers. Thus, exposure to computer training is a part and parcel of every army course that a soldier undergoes as a routine academic training during his service for enhancing effectiveness of his functioning as well as for his promotion.

Military Fields

- **Map Craft Training.** Military operations may be conducted in geographical areas/terrain which the soldiers are not familiar with like jungle, mountain or desert. It however is important, to know the area of operation beforehand at least by commanders so that operations can be regulated successfully. Few Officers and PBORs posted in HRDC, have already undergone intensive map craft training, and some of them are even performing duties in this field presently. It is not feasible to go on reconnaissance every time and moreover no enemy will allow hostile strangers to



visit their land. In this case, an updated map of that area will give a fair idea of the terrain and provide mobility to the troops during the operations. Map reading is essential for strategic and technical planning of war. Map reading therefore is a military subject and should be mandatorily taught to each soldier from recruitment to highest echelon of service career. Training on Map Reading (MR) aspects for troops in Army, is the responsibility of HRDC.

- ***Military Psychology and Psychological Warfare.*** This is a related subject which deals with the mind of soldiers and it is being handled by the HRDC at various levels in different capacities. Military psychology plays a vital role war. If a soldier is convinced and has the conviction that his side is strong and the enemy is weak, it makes his task of achieving victory during the battle, much easier. It is a very important tool of war. In old times, it used to be known as 'Kshadm Yudh'. Rumour, propaganda, creating panic in enemy's camp— all these are ways of weakening the enemy psychologically and saving our soldiers from any counter activity on the subject. Army Education Corps' officers teach this subject in the training academies and conducts workshops and case studies for efficient training of future officers.
- ***IT and Computer Awareness.*** This is the era of cyber warfare. Computer training, when seen from the view of C4 i.e. Command, Control, Communication, Computer and (Military) Intelligence, is of crucial importance in today's world. It's an overlapping and extensive field. In the modern era, decisions on the battlefield are efficiently taken on the basis of the latest information. This information is transmitted fastest by means of the latest gadgets of IT—be it intranet, internet or tele/SMS communication. HRDC is contributing its bit in a very big way in making all ranks conversant with the latest IT tools, thereby making them effective members of the overall fighting machine. The current century is the era of IT revolution and use of drones/UAVs a reality.
- ***Operational and Career Oriented Training.*** HRDC officials receives training on operational and service related subjects such as Military Geography, Military History, Service Writing and Communication Skills. Adequate Knowledge on these subjects enhances the the operational and professional performance of the Army. It also helps him in enhancing his career profile by climbing the promotion ladders in service. HRDC also develops soldiers for their upward movement in the career by conducting various courses such as ACC, SCO, PDP which gives them a right exposure for moving ahead in service as also in life after retirement.



Attitudinal and Behavioural Fields

It is not only in the academic or military fields, but also in the field of education, HRDC contribute in modifying the behaviour of human resource of the army by inculcating in them attitudinal and behavioural changes so as to make them socially adjustable and morally upright. Mental alertness and physical fitness are already been taken care of during the early phase of training called BMT (Basic Military Training) of a soldier in the army which, over the period, becomes his second nature, but attitudinal changes requires an extended period of conditioning which is provided by the HRDC.

- **Service Customs and Etiquettes.** Service customs and etiquettes are the first and foremost lessons that a soldier is imparted during recruitment training which, though are basically meant to mould him as per the organisational requirement, but this training helps him in a larger sense in shaping and sharpening his personality which eventually stands him in good stead even in civil life post retirement. For officer trainees, this aspect is covered through a special subject in the academies. For soldiers this is ingrained in their drill classes as well as in their closely observed training. Moral values and ethics are inculcated in the soldiers with the tinge of service ethos. Most of this training responsibility falls on education instructors of HRDC who are most suited for the job. An HRDC instructor starts from the soldier's thought, watches his actions and habits, thereafter shapes him into an efficient soldier and a good human being. This training cum conditioning is actually part of various other trainings which a soldier undergoes at HRDC.
- **PDP.** Particularly for PBOR (Personnel Below Officer Rank) of the army, those who aspires for upward mobility in the service, HRDC run personality development programmes. These programmes emphasises on developing soft skills of attitude and behaviour. The programme develops human resource of army in such a way that it helps individuals in their career to move ahead as also to perform their allotted tasks more efficiently. These programs further helps the individuals in adapting themselves to different circumstances post retirement, which they have to face in the civil society, for leading a fruitful life and to become useful members of the community they live in.
- **Sadbhavana and Community Education.** It is not only army personnel but civil populace also who are affected towards positivity of life, harmony, national integration, sarvdharma sambhava, compassion, and spirit of taking all along by actions at HRDCs. HRDCs are involved in running programmes for children of various schools located in interior areas/places of the country, thus bringing them to the mainstream. In order to inculcate the feeling of patriotism, HRDC personnel are



given vocational/utility and moral / value education along with the soldiers. Thus, HRDCs not only develops soldiers but also the local populace in far flung, interior and back ward areas of the country. This, in fact, is one of the steps for the national integration as also for the development of the areas, that are still untouched by the fast pace of national development because of their remoteness and having poor access for infrastructure material to reach.

- **Value Education and Stress Busting.** To encourage positive attitude and positive behaviour amongst the HR of army, HRDC personnel, in various formation HQs, ensures to counsel and educate all ranks about mental health and facilitate the management of stress in general and combat stress in particular as required. HRDCs organises seminars and discussions on stress management wherein a pool of qualified officers/JCOs & NCOs on the subject conducts such discussions. Honour and pride is instilled in the troops by HRDC personnel through workshops and seminars focusing on motivation and morale. HRDC personnel organises group activities, especially recreational ones, fostering spirit-de -corps and inter -personal relationship as stress relievers for all ranks. In army there is stress of unsettled life due to frequent postings, disruption in education of wards and agony of prolonged separation and isolation. These are obvious symptoms of stress.

Conclusion

The contributions made by the HRDC in development of soldier and nation building are immense. Various fields are covered under these. Not only these play an important role during the career of a soldier but also helps in maintaining a balance in his/her post retirement life, wherein most of them take up second career and work in the civil life, which indirectly helps in nation building as they are valuable and experienced human resource.

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CENTRE FOR LAND WARFARE STUDIES (CLAWS)

RPSO Complex, Parade Road, Delhi Cantt, New Delhi 110010

Tel.: +91-11-25691308, Fax: +91-11-25692347, CLAWS Army No. 33098; Email: landwarfare@gmail.com

Website: www.claws.in