

4. INDUCTION: QUALITATIVE

REQUIREMENTS

“Inferior inducements bring second rate men. Second rate men invite second best security. In war there is no prize for the runner up.”

General Omar N Bradley

4.1 Existing Induction Process

In 1993, an important landmark in the history of Indian Army was the induction of women into the officer cadre, and the onerous task of training them was undertaken by the Officers Training Academy. So far, more than 3000 Lady Cadets have already been commissioned into the various Arms and Services of the Indian Army.

Presently, women have the option of joining the Army and serving as a Commissioned Officer for 10 years which is extendable up to 14 years. At the end of this period they have to opt out unless they are in the branch of the Army which offers them the Permanent Commission like the Army Education Corps (AEC) and the Judge Advocate General (JAG) which is the law branch of the Army. Those not selected for Permanent Commission have the option of a 4 years extension. They can resign at any time during this period.

Once selected for Short Service Commission, the candidates go to the Officers Training Academy at Chennai. The selection process is a written exam followed by the Services Selection Board interview and medical examination. For Technical (Engineering) graduates and law graduates, it is direct Services Selection Board interview and medical examination. The candidates who have done National Cadet Corps (NCC) Senior Division (Army) and obtained 'C' certificate with minimum 'B' grade, can apply through NCC Branch

Headquarters /Zonal Headquarters to Recruiting Directorate for direct SSB interview. SSB qualified candidates undergo a medical examination. The duration of training is 49 weeks.

In September 2010, fresh guidelines have been issued regarding recruitment of women officers. The prominent features of the revised policy are :-

4.1.1 Extension of Tenure

- (a) **Tenure of Short Service Commission.** Short Service Commission (SSC), in the Regular Army will be granted for 14 years i.e. for an initial period of 10 years, extendable by 4 years.
- (b) **Duration of Training.** 49 weeks.

4.1.2 Substantive Promotion: - SSC Officers will be eligible for substantive promotion.

- (a) To the rank of Capt - on completion of 2 years reckonable commissioned service.
- (b) To the rank of Maj_ - on completion of 6 years reckonable commissioned service.
- (c) To the rank of Lt Col_- on completion of 13 years reckonable commissioned service.

4.2 Qualitative Requirements for induction of Women

Currently, Indian Army offers the following types of entries for the Indian women to become a Commissioned Officer (entries for women)¹⁷ :

- (a) Short Service Commission Women (NCC Special Entry)
- (b) Short Service Commission Women (Engineer Entry)
- (c) Short Service Commission Women (Graduate UPSC Entry)
- (d) Law Graduates Women

¹⁷ www.joinindianarmy.gov.in

@ Post Graduate entries are yet to be finalized.

The age criterion, educational qualifications and other qualitative requirements for these entries are as given below:

Table 4.2.1 Short Service Commission Women (NCC Special Entry)

Vacancies Per Course	As notified
Notified in Employment News and leading Daily news Paper	Notified by Additional Directorate General Recruiting / AG Branch in Jun / Dec
Eligibility Criteria	
Age between	19 and 25 years as on 01 Jan of the year in which course is due to commence for Apr course and 01 Jul of the year in which course is due to commence for Oct course
Qualification	Final Year appearing/Graduate in any discipline with 50% Aggregate marks, 2 Yrs. service in NCC Senior Div. Army with minimum 'B' Grade in 'C' Certificate Exam.
Marital Status	Un Married
Application to be Received by	Oct / Nov and Apr / May through NCC Gp HQ/NCC Dte
Likely SSB Date	Nov to Jan for Apr Course and May to July for Oct Course
Date Commencement of Trg	Apr and Oct
Training Academy	OTA, Chennai

Table 4.2.2 Short Service Commission Women (Engineer Entry)

Vacancies Per Course	As Notified (Twice a year)
Notified in Employment News and leading Daily news Paper	Notified by Directorate General Recruiting / AG Branch in Dec/Jan and Jun / Jul
Eligibility Criteria	
Age between	20 and 27 years as on first day of the month in which course is due to commence
Qualification	Engineering Degree in notified discipline
Marital Status	Un Married
Application to be Received by	To apply Online as per Advertisement.
Likely SSB Date	Nov to Jan for Apr Course and May to July for Oct Course
Date Commencement of Trg	Oct and Apr
Training Academy	OTA Chennai
Duration of Trg	49 Weeks

Table 4.2.3 Short Service Commission Women (Graduate UPSC Entry)

Eligibility Criteria	
Age between	19 and 25 years as on 01 Jan of the year in which course is due to commence for Apr course and 01 Jul of the year in which course is due to commence for Oct course
Qualification	Graduation / Post Graduation from Recognized University.
Marital Status	Un Married
Application to be Received by	Applications to be forwarded to UPSC as per notification published in Apr/ Sep every year
Likely SSB Date	May/Jun and Nov/Dec

Date Commencement of Trg	Apr and Oct
Training Academy	OTA Chennai
Duration of Trg	49 Weeks

Table 4.2.4 Short Service Commission Women (Law Graduates)

Vacancies Per Course	As Notified
Notified in Employment News and leading Daily news Paper	Notified by Additional Directorate General Recruiting / AG Branch
Eligibility Criteria	
Age between	21 and 27 years as on 01 Jan of the year in which course is due to commence for Apr course and 01 Jul of the year in which course is due to commence for Oct course
Qualification	Graduate with LLB / LLM with 55% marks. Registered with Bar Council of India / State
Marital Status	Un Married
Application to be Received by	Oct / Nov and Apr / May
Likely SSB Date	Dec - Jan and Jul - Aug
Date Commencement of Trg	Apr and Oct
Training Academy	OTA Chennai
Duration of Trg	49 Weeks

4.3 Current Role and Employability- Comparison with other Armies of the World

Presently, the women officers serve as technical/non-technical officers in the branches of the Army called the Services. These include the Army Service Corps (ASC), Army Ordnance

Corps(AOC), Army Education Corps (AEC), Corps of Engineers (Engrs), Corps of Electronics and Mechanical Engineering(EME), Corps of Signals(Sigs), Army Intelligence Corps(Int), Army Air Defence(AAD) and the Judge Advocate General(JAG) which is the law branch.

For these branches, the qualitative requirements for induction of women commensurate with those for their male counterparts. The difference, however, lies in the terms and conditions of their service. These basic differences are as follows:

- (a) For Women, it is only Short Service Commission as of now, except for the two Branches- AEC and JAG, where Indian Army has begun Permanent Commission for women since 2014. For Men, however, the option for Permanent Commission is there for all branches.
- (b) Women don't get to serve for more than 14 years, hence, are not given Command of units. Men, if found suitable for Command, get the Commanding positions which add to their pride and dignity. Women are denied this important function of an Army Officer's career- Command of troops.
- (c) Women don't get to serve in branches involving direct combat role like the Infantry, Armoured and the Artillery.
- (d) Women have no choice of joining the Army at ranks below officers. Whereas, men can join as soldiers or officers as per their choice, educational and physical capabilities.

Irrespective of these differences, the women officers fill the middle rungs of officers from the ranks of Lieutenant to Lieutenant Colonel, and perform the roles assigned to them as per their respective Branches. They are even being deployed in field areas alongwith their male counterparts and performing their assigned duties. It is, however, felt that the current roles open to the women officers in the Indian Army form a very small percentage of the total roles available in the organization. Their roles can be further diversified keeping in view the changing scenario of war and technological battlespaces.

Even the Pakistan Army, which has comparable induction criterion for the women in their Army and has women in their Officer cadres only like our Army, has designated specified roles for the women officers. They induct women as Computer and Information Technology Officers (CITO) and as Psychologists apart from other technical/ non-technical roles.

The comparison of employability of women in some of the Armies of the world (www.wikipedia.in)¹⁸ is given in the Table below:

Table 4.3: Comparison of employability of women in some of the Armies of the world

Factors	India	US	Australia	UK	Israel	Pakistan
Present population	7.5% of Officers strength	15.6%	10.5%	9.9%	33% of soldiers 51% of officers	7% of Officers strength
Start of Induction	1993	1976- first batch of women admitted to US military academy	1941- 42(support roles) Early 1980s-in most positions	1941	1948	Post 1971 war
Induction age	19-25 years	18 years	17 years	16-33years for soldiers 18-26years	18 years	18-28 years

¹⁸ Respective Army webpage.

				for officers		
Ranks	Only officers	Officers and Soldiers	Officers and Soldiers	Officers and Soldiers	Officers and Soldiers	Only officers
Employability	Only Technical/non-technical service support branches of the Army	As of 2014, women serve in 95% of army occupations	Over 80 different roles are open for women under nine categories: -Aviation, Administration and Education, Combat and Security, IT and Intelligence, Engineering, Healthcare, Logistics, Officers and Management,	67% of total army jobs open to women, except only those involving direct combat	88% to 92% of roles are open to women but they can be found only in 69% of positions	Technical/non-technical service support branches of the Army. Also as computer and IT officers and psychologists.

			Trades			
Combat role	No direct combat role for women. No policy for recent future.	No direct combat role for women presently. Army ranger training to begin from 2016. This will open frontline position for women.	Women will be directly recruited into all frontline combat positions from late 2016.	First deployment of British women in combat operations was in Gulf war in 1991. Combat roles to be open to them from late 2016.	In 2000, women entered combat support and light combat roles in some areas including Artillery, Infantry and Armoured. Few platoons called Carakal were formed for men and women to fight together in Infantry.	No direct combat role.

Specialized tasks/roles	Only regular assignments for women officers as of now.	Female soldiers are trained on a special course for Engagement Teams. To train them on special tasks like explosives, biometrics, forensics, evidence collection, tactical questioning, vehicles and persons searching.	Women began to be promoted to Command units in late 1990s. Women became eligible to apply for all positions other than special forces roles from 01 Jan 2013.	Some women work in policing, medical and media staff, as interpreters and liaison officers.	In 2014, first female Combat Battalion Commander took Command. Combat option for women is Carakal Battalion which is highly operational and has 70% women. Commando K9 unit also has female combat soldiers. They have	Since 2004, women have been trained in warfare, but not part of any fighting formation. There is a women's guard section of Pakistan National Guard. Women in limited numbers are recruited for the Jaanbaaz force. There are several female sky marshalls for Pakistani Airlines. In 2013, 24
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					Women's Affairs Adviser for empoweri ng women.	females successfully completed the Paratrooper s course.
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4.4 Analysis

As can be seen from the comparison above, the Indian women have a limited employability in their Army. Their roles definitely need to be further diversified as are in the US, Australian, British, Israeli Armies and also some of the other major Armies of the world. Keeping in view the changing scenario and requirements of the present and the future battlespaces, the specialist roles need to be identified and suitably qualified women may be inducted and trained accordingly. Another major breakthrough required is introduction of women in the ranks below officers- as soldiers. It's not only the major Armies of the world that lead by example, but our own paramilitary forces including the Police forces, CRPF and BSF that have been inducting women in all ranks-as soldiers and as officers- and are planning to increase their intakes of women in all ranks in near future.

The women have created a strong niche for themselves wherever given an opportunity to prove their worth. As rightly remarked by the UK Defence Secretary, "The Army selection should be done on the basis of ability and not on gender. The requirement is to improve the way we conduct our training. If suitably trained, women can be made fit to perform their assigned tasks". The Military Service Law in Israel also grants equal opportunities to women found physically fit and suitable for a job. Once selection for a specialized role is made, then the induction and progression of a person should be gender insulated in the Army.

The important aspect is the assignment of individuals to the military position for which they are best suited so that the aptitude correlates interest, ability and speed in learning skills. Assigning women in the whole range of military jobs is required for equal opportunities in the Military Services, and, with proper training, women will demonstrate that they are capable of performing most military jobs.

4.5 Expansion of recruitment of women in the Indian Army

There is no denying that women definitely need a wider employability in the Indian Army. Increased intakes, diversified roles, induction in ranks and opening doors to direct combat roles are the issues that need urgent consideration. The roadmap needs to be planned with major milestones and the planning criteriae including the following:

4.5.1 Increased Intake: The purpose of induction of women officers in the Indian Army was to meet the shortage of officers in the middle rungs- from the ranks of Lieutenant to Lieutenant Colonel. The level of intake, however, has not been able to fully address this shortage of officers because all Branches of the Army are not yet open to women. The increase in intakes will be truly effective if women are allowed to make inroads in all branches of the Army and given wider employability.

4.5.2 Diversified Roles: The qualitative requirements needed for the modern Army are to be assessed and women meeting these QRs are to be inducted. The educational qualification has to be well identified for the specialist roles. With the introduction of modern weapon systems and technological equipment, better qualified women with an aptitude and learning skills need to be inducted, suitably trained and then assigned diversified roles including Computers and Information Technology, biometrics, forensics, intelligence, psychologists, engineering, aviation, security, etc.

4.5.3 Induction in Ranks below Officers: The Indian Army boasts of being the third largest in the world. However, the entry of women in ranks below the officers is yet to begin in the Indian Army. The decision makers need to take a call soon as there are enough testimonies to

support the capabilities of women the world over. Women should be inducted as soldiers— in all female units, to begin with, and then may be slowly merged into the mainstream. The women officers can better discharge their Command function if they have women amongst their subordinates and vice versa.

4.5.4 Direct Combat Role: The Army cannot compromise on its physical standards. Physiologically, the women are weaker than men in their stamina and physical strength. But there have been studies to prove that regular training definitely works towards improving the stamina and physical fitness of the women and make them comparable or even better than many men. Hence, the roles that have specific requirement of physical fitness can be assigned to women once they are trained and found fit / suitable for the role. This includes the combat support and light combat roles including the Artillery, Infantry and Armoured. The doors to direct combat role can't remain closed to women for long. The sooner the decision makers take a call, the better it would be for boosting the morale of the women thirsting to be treated at par with their male counterparts.

4.6 The availability and suitability of women for the Army

Extrapolating figures from 1991, women in the 15 to 34 age group comprise some 36% of the female population. With a population as at the 2011 Census of 1.02 Billion, of which 48.1% are female, gives approximately 180 Million Indian women of prime recruiting age in the population. With female literacy rising and some 3.7 Million female students enrolled in university and higher education in 2012-13, representing 40% of the total, it is realistic to assume that against even the most pessimistic forecasting there is considerable scope for increasing the number of well- educated and suitable young women in the Indian Army and the 10,000 applications for a Commission each year support this conclusion.

Armies exist first and foremost to successfully conduct the operations assigned to them and, therefore, it follows that nothing should be allowed to jeopardise or threaten operational effectiveness at unit or individual level. It is against the benchmark of operational effectiveness that manpower and manning must be judged and it is axiomatic that before

sound decisions can be made it is essential that a clear, accurate statement of requirement be produced. Irrespective of gender issues this work is necessary to ensure full account is taken of the nature of present day soldiering, with less emphasis on the requirement for physical strength to handle heavy equipments and load carrying over long distances and the growing importance of intellectual horsepower.

As far as soldiers are concerned, of the various gender related criteriae that may be considered a component of operational effectiveness, it is physical ability which has been widely used as a reason for excluding women from the military profession. The most recent scientific analysis conducted for the assignment of women in the Army, concluded as follows:

4.6.1 Body Composition - Muscular Strength and Cardio-Respiratory Capacity .

Compared to the average male Army recruit, the average female recruit is 4.8 inches shorter, weighs around 15 kg less, has 18 kg less muscle mass and 3.5 kg more fat mass. The consequence is that, in general, women are at a disadvantage when performing military tasks requiring muscular strength because of their lower muscle mass. Since fat mass is inversely related to aerobic capacity and heat tolerance, the average woman is also at a disadvantage when performing aerobic activities such as marching with heavy loads (related to the lower cardiorespiratory capacity of women) and working in the heat.

4.6.2 Injury. Research indicates a high risk of injury to female recruits with just over 50% injured during initial Army training compared to only 27% of males. The risk of leg injury to women was just over twice as likely and for stress fractures, 4.71 times that of men. The higher risk of injury for women was related to a lower level of general fitness when compared to men. It was also reported that 54% of women sustained reportable injuries during Army basic training which resulted in an average loss of 13 days training time. For the purposes of the study female trainees undertook an integrated conditioning programme and completed extensive road marches wearing combat boots. Incidence of injury was related to greater body weight and body fat and limited leg strength.

4.6.3 Environmental Stress. In general, women are more sensitive to the effects of thermal stress due to several factors that include lower cardio-respiratory fitness, higher body fat content and lower skin surface area. During marches at a set pace, women exercise at a greater percentage of their aerobic capacity than men, resulting in a higher heart rate, oxygen consumption and heat production. Because of this higher metabolic rate, women experience an earlier onset of fatigue and are at greater risk of heat injury than men during forced marches in a hot environment. Studies, however, have not found operationally significant gender differences in heat tolerance among acclimatised men and women of similar fitness. Women's physical advantages are that they are less susceptible to altitude sickness and, normally have a greater tolerance of cold temperature due to their extra body fat.

The results of this work has enabled a better understanding of the relative performance of men and women from the similar backgrounds and how selection and training of soldiers may be better tailored to best suit operational roles.

When Commandant of the Indian Military Academy at Dehra Dun, Lieutenant General JC Pant PVSM refused to lower the physical fitness standards for his female officer instructors. Much to everyone's surprise, after a short period of training they easily obtained qualifying marks in all physical tests. This approach testifies that a more scientific approach needs to be developed for selection and training, more so, for specific roles. This may lead to overall reduced physical injury and improved operational effectiveness. It will also form the basis of gender free physical assessment on enlistment to the Army, to physical training regimes designed to optimise the performance of both sexes in specific roles and, where appropriate, to specific role and gender related, routine physical assessment (the annual testing regime).

4.7 Capability Testing

By way of example, the key elements of gender free capability testing in the Army need to be designed as follows:

4.7.1 Physical Standards of Entry. All potential recruits are required to pass the minimum standard of physical capacity for entry to their chosen Arm, Service or Specialist roles. Providing they meet other enlistment criteria they will be provisionally allocated to the Arm or Service of their choice or for which they are physically most suited and capable.

4.7.2 Confirmation of Standards of Physical Capacity. In recognition that a recruit develops physically during initial training a further test should be conducted at the end of Phase 1 (Basic) training to confirm or upgrade the individuals physical assessment that enables transfer to another arm or service if appropriate. It is important to recognise that the physiological differences between men and women may require slightly different training regimes to produce optimum results with the minimum risk of injury. However, the key point is that physical standards are established on the basis of scientifically calculated operational requirements and are not specifically influenced by gender. Attention to this issue and the drive to improve all-round fitness and operational performance in the Army will reduce avoidable training and sport related injuries and the introduction of measures to avoid injury through a lack of attention to gender.

In all areas of physical human endeavor, women regularly prove that they are the equal to men and therefore physical ability alone cannot be considered a sustainable reason for denying entry to the Indian Army, although, it may constrain employment in order not to jeopardise operational standards. Indeed, in terms of meeting the essential physical requirements of the Army there is clear evidence in the Indian Army, and more widely, that young women of today are well up to the challenge.

4.7.3 Qualification Requirements. Considering the current global scenario of rapidly evolving technological changes, the future battlespaces will be highly technology oriented. Strong , effective and foolproof counter measures for the enemy will be absolutely essential. Domain specialist manpower will be required to tackle the technological warfare more than the physically robust one. In our country today, there is adequate population of well qualified women in technological fields. In fact, they are better talented than many men. Their talent needs to be effectively harnessed in the best interest of the organization. Keeping

in view the design of the future battlespaces and the operational readiness of other Armies of the world, certain specialist roles can be identified and suitable women candidates can be inducted to meet the requirements of these roles. Some of these roles can be:

- (a) Computers and Information Technology
- (b) Electronics and Communication
- (c) Forensics
- (d) Bomb Disposal
- (e) Nuclear, Biological and Chemical warfare
- (f) Radiodiagnosis
- (g) Biometrics
- (h) Psychologists
- (i) Intelligence
- (j) Explosives
- (k) Tactical questioning, etc.

4.8 The Challenge of Officer Recruiting

The total annual requirement for newly commissioned officers in the Indian Army is some 2,200 of which around 7.5% are currently female. But, notwithstanding, the “experiment” to open its doors to female officers, the Army since 1971 has continued to suffer a shortage of officers especially amongst the junior ranks of lieutenant to major, with infantry regiments the worst hit. In 1993 the Army was some 14,000 short and recent efforts to improve the image of the officer corps and spread awareness of the opportunities offered by an Army career has only reduced the deficit to around 11,000 (approaching 25% of authorized strength). It is evident from every day reports that the youth of India have not lost their spirit of adventure or daring. It is just that in the prevailing money and power ethos in India, their sights appear set on upward material gains. Under these circumstances, the Army media campaign built around the challenge “Do you have it in you ?” has produced only limited

results and a perception that service life has many harsh aspects with only limited financial reward seems to have taken root (Sabharwal)¹⁹.

The Army, stripped of much of its prestige amongst young people, has generally become an unattractive career choice and with rapid economic development in India significantly improving employment opportunities, the Army will face a growing struggle to meet its general manpower needs, especially in terms of quality. The general consensus amongst experts is that more attractive opportunities and higher pay in the growing number of civilian multinational companies based in, and recruiting from, India eclipse the perception of low pay and diminishing status of the Army. The situation is compounded by the view that the IAS, IFS and IPS enjoy higher status and better pay than the Army, yet do not suffer extended periods of operations in Kashmir or policing duties in such places as Gujarat that are unattractive.

This is not a new phenomenon, almost thirty years ago, the then Adjutant General observed that “A career in the Indian armed forces is no longer a matter of tradition but is a means of livelihood. The young of today are more materialistic than their predecessors of yesteryears” he went on, “today the young officer is better informed, and has no inhibitions in discussing his emoluments and service conditions. This new consciousness and new pattern of recruitment makes a career in the armed forces comparable in terms of emoluments, perquisites, living conditions, with careers in other walks of life” and “regarding service conditions, it was accepted that they had a far greater bearing on entry into the Forces than perhaps anything other single factor.” A decade later Lieutenant General Chibber warned “It is a lesson of history that the quality of a military depends on the quality of its officers” and “the decline in the quality and morale of military personnel in India has been causing concern to senior military leaders for quite some time.” Sadly these warnings appear to have largely gone unheeded and more recent measures to improve the overall officer manning situation such as increasing senior posts, especially the number of full Colonels, and raising retirement

¹⁹ Sabharwal, M. Challenges of Human Resource management in the Indian Army

ages, have simply served to exacerbate the problem. The consequence of this counter intuitive approach has been to make the Army older and even more top heavy rather than tackling the need for younger, high calibre people and paying greater attention to military leadership at the junior level which is critical for future high technology warfare. The world over, young people today yearn for early responsibility, the freedom to make their own decisions and the opportunity to learn from their (non-catastrophic) mistakes without the fear of huge penalties in the event of minor failings. There does appear to be a growing perception that exactly the opposite culture exists today in the Indian Army, fuelled in part by the inflation of senior posts and a general fear of failure that leads to decision making being delegated upwards rather than downwards, and this will hamper recruiting efforts. The future security and battlefield environment will need officers who possess the ability and confidence to plan and execute independent operations in accordance with the commander's overall intent. All the signs are that in an increasingly competitive job market the Indian Army will face a growing struggle to attract sufficient, quality young people and it will be necessary to address the apparent conflicts between the job requirements and the individual needs, fears and aspirations of the young. Although globalisation has presented new challenges and opportunities for the realisation of women's equality it is recognised that in India there remains a wide gap between the goals enunciated in the Constitution, legislation, policies and plans on the one hand and the current situation and status of women living in India on the other. However, attitudes are changing, progress is being made, a good example being the success of female officers in the Indian Army since 1993, and it is interesting to note that 180,000 girls (some 20% of the total membership) are thriving in the National Cadet Corps which is acknowledged as a strong feeder for the Indian Army.

4.9 Summary

At present, though women officers are inducted into the Army since 1993, they can serve for a maximum of 14 years only as SSC officer barring the education and the law branch where they can opt for the Permanent Commission. Moreover, while they serve in engineering, ordnance, intelligence, signals, education, law, logistics, and the like, they are not allowed to

join “fighting” arms like Infantry, Armoured corps, and Artillery involving direct combat role. The majority of women officers certainly want Permanent Commission. After 14 years a second career becomes difficult. There are just about 1500 women officers in the Army out of a total of 35,500 officers. Personnel below the officer rank, of course, comprise only men. Also, the Army remains opposed to combat roles- where chances of physical contact with the enemy are high for women officers. Women officers need to be exposed to more and more functions and trained for them progressively.

It is now commonly accepted that more and more suitably qualified women should be encouraged to join the Army. The following parameters will act as a benchmark to determine the need and extent of women’s employment in the Army:

- (a) When there are not enough qualified young men volunteering to join the Army, the intakes for women can be increased for optimizing the functional strength of the operationally capable Army.
- (b) The Indian Army is getting technologically advanced and there is a huge requirement for highly qualified personnel for high-tech support functions. Women can be gainfully employed for the same. Suitably qualified women can be inducted for the specialist roles and more avenues can be made available for them, keeping in view the future battlespaces and the technological war zones.
- (c) Leading by example of other major Armies of the world, women can be employed for various specialist roles. More military jobs should be made open to women. Qualification requirements for these jobs may be laid down and suitably qualified women may be inducted and then specially trained for undertaking the assigned roles.
- (d) Where societal and cultural ethos have matured to the extent that barriers of gender prejudices have vanished and both sexes have adjusted to the desired level of mutual comfort. It is then that women can be inducted at ranks even below officers and then gradually integrated in the mainstream Army.

(e) The decision makers have to broaden their horizon by opening the doors of combat role also to those women who successfully meet the laid down standards and aspire to face the challenges of the role with strong conviction. Such strong women will definitely prove to be an asset to the organisation even when it comes to the operational readiness of the Army.

(f) The Army Education Corps is planning to induct more women officers in future, by opening exclusive Sainik (military) schools for women. This is a thought process in positive direction and may be implemented for the entire Army.