

**SECOND CAREER COMPETENCY MAPPING AND
ASSESSMENT OF RESETTLEMENT INFRASTRUCTURE
FOR INDIAN ARMY EX SERVICEMEN**

A Thesis Submitted

To

Sikkim University



In Partial Fulfilment of Requirement for the
Degree of Doctor of Philosophy

Submitted by

Prajala Rai

Department of Commerce

School of Professional Studies

Under the supervision of

Dr. Ravi Shekhar Vishal

Department of Commerce

Sikkim University

2025

6 माइल, सामदुर, तादोंग -737102
गंगटोक, सिक्किम, भारत
फोन-03592-251212, 251415, 251656
टेलीफैक्स -251067
वेबसाइट - www.cus.ac.in



सिक्किम विश्वविद्यालय
SIKKIM UNIVERSITY

6th Mile, Samdur, Tadong -737102
Gangtok, Sikkim, India
Ph. 03592-251212, 251415, 251656
Telefax: 251067
Website: www.cus.ac.in

(भारत के संसद के अधिनियम द्वारा वर्ष 2007 में स्थापित और नैक (एनएएसी) द्वारा वर्ष 2015 में प्रत्यायित केंद्रीय विश्वविद्यालय)
(A central university established by an Act of Parliament of India in 2007 and accredited by NAAC in 2015)

Dr. RAVI SHEKHAR VISHAL
Assistant Professor in Commerce

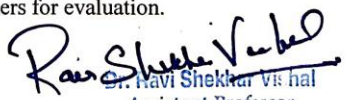
CERTIFICATE

This is to certify that the thesis titled “**Second Career Competency Mapping and Assessment of Resettlement Infrastructure for Indian Army Ex Servicemen**” submitted to Sikkim University for partial fulfillment of the degree of Doctor of Philosophy, in the Department of Commerce, embodies the result of bonafide research work carried out by **Ms. Prajala Rai, Doctoral Research Fellow, (Roll. No: 18PDC001 / Reg.No: 18/Ph.D./COM/01)** under my supervision and guidance. No part of the thesis has been submitted earlier to this or any other university for any degree.

All the assistance and help received during the course of the investigation have been duly acknowledged by her.

I recommend this thesis to be placed before the examiners for evaluation.

Place: Gangtok
Date: 19/06/2025


(Dr. RAVI SHEKHAR VISHAL)
Assistant Professor
Department of Commerce
Research Supervisor
SIKKIM UNIVERSITY
6th Mile, Samdur P.O. Tadong 737102
Gangtok, Sikkim, India

Countersigned




Head
Department of Commerce


Head
Department of Commerce
School of Professional Studies
Sikkim University

Prajala Rai
ICSSR Doctoral Research Fellow
Department of Commerce
School of Professional Studies
Sikkim University, Gangtok-737102



DECLARATION

I, **Prajala Rai** (Roll No.: **18PDC001** & Reg. No.: **18/Ph.D./COM/01**), hereby declare that the research work embodied in the thesis titled “**Second Career Competency Mapping and Assessment of Resettlement Infrastructure for Indian Army Ex-Servicemen**” submitted for the award of the Degree of Doctor of Philosophy in Commerce is done by me under the guidance and supervision of **Dr. Ravi Shekhar Vishal, Assistant Professor in Commerce**, Sikkim University and submitted to Sikkim University for the Degree of Doctor of Philosophy, is my original work. The thesis has not been submitted for any other degree at this university or any other University / Institution.


(Prajala Rai)

Place: Gangtok

Date: 19-06-2025

6 माइल, साम्दुर, तादोंग -737102
गंगटोक, सिक्किम, भारत
फ़ोन-03592-251212, 251415, 251656
टेलीफैक्स -251067
वेबसाइट - www.cus.ac.in



सिक्किम विश्वविद्यालय
SIKKIM UNIVERSITY

6th Mile, Samdur, Tadong -737102
Gangtok, Sikkim, India
Ph. 03592-251212, 251415, 251656
Telefax: 251067
Website: www.cus.ac.in

(भारत के संसद के अधिनियम द्वारा वर्ष 2007 में स्थापित और नैक (एनएएसी) द्वारा वर्ष 2015 में प्रत्यायित केंद्रीय विश्वविद्यालय)
(A central university established by an Act of Parliament of India in 2007 and accredited by NAAC in 2015)

13 – 06 – 2025

PLAGIARISM CHECK REPORT

This is to certify that the plagiarism check has been carried out for the following Ph.D. Thesis with the help of DrillBit Software and the result is 7% which is within the permissible limit (below 10 % tolerance rate) as per the norms of Sikkim University.

**“Second Career Competency Mapping and Assessment of Resettlement
Infrastructure for Indian Army Ex Servicemen”**

Submitted by Ms. Prajala Rai, Doctoral Research Fellow, (Roll. No: 18PDC001 /

Reg.No: 18/Ph.D./COM/01) Under the Guidance and Supervision of

Dr. RAVI SHEKHAR VISHAL, Assistant Professor, Department of Commerce,
School of Professional Studies, Sikkim University, Gangtok.

Prajala Rai
12/6/25

(PRAJALA RAI)

Doctoral Research Scholar

Ravi Shekhar Vishal

(Dr. RAVI SHEKHAR VISHAL)

Research Supervisor

Dr. Ravi Shekhar Vishal
Assistant Professor
Department of Commerce
School of Professional Studies
SIKKIM UNIVERSITY
6th Mile, Samdur P.O. Tadong 737102
Gangtok, Sikkim, India

[Signature]

Verified by Librarian

Librarian

केंद्रीय पुस्तकालय Central Library
सिक्किम विश्वविद्यालय
Sikkim University



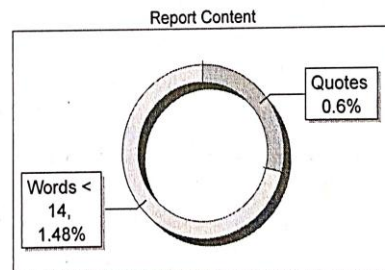
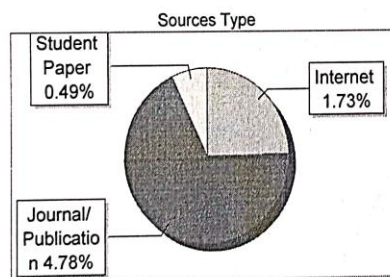
The Report is Generated by DrillBit Plagiarism Detection Software

Submission Information

Author Name	Prajala Rai
Title	Second Career Competency Mapping and Assessment of Resettlement Infrastructure of Indian Army Exservicemen
Paper/Submission ID	3794252
Submitted by	rsvishal@cus.ac.in
Submission Date	2025-06-12 17:15:57
Total Pages, Total Words	273, 57329
Document type	Thesis

Result Information

Similarity 7 %



Exclude Information

Quotes	Not Excluded
References/Bibliography	Not Excluded
Source: Excluded < 14 Words	Not Excluded
Excluded Source	0 %
Excluded Phrases	Not Excluded

Database Selection

Language	English
Student Papers	Yes
Journals & publishers	Yes
Internet or Web	Yes
Institution Repository	Yes

A Unique QR Code use to View/Download/Share PDF File

Prajala Rai
Assistant Professor
Department of Commerce
School of Professional Studies
SIKKIM UNIVERSITY
6th Mile, Semdur P.O. Tadong 737102
Gangtok, Sikkim, India



Prajala
12/6/25



DrillBit Similarity Report

7

SIMILARITY %

119

MATCHED SOURCES

A

GRADE

A-Satisfactory (0-10%)
B-Upgrade (11-40%)
C-Poor (41-60%)
D-Unacceptable (61-100%)

LOCATION	MATCHED DOMAIN	%	SOURCE TYPE
1	www.pacific-university.ac.in	<1	Publication
2	Thesis submitted to shodhganga - shodhganga.inflibnet.ac.in	<1	Publication
3	Submitted to Visvesvaraya Technological University, Belagavi	<1	Student Paper
4	Thesis Submitted to Shodhganga Repository	<1	Publication
5	www.exarmynaukri.com	<1	Internet Data
6	www.hilarispublisher.com	<1	Publication
7	core.ac.uk	<1	Publication
8	files.eric.ed.gov	<1	Publication
9	www.iaster.com	<1	Publication
10	Thesis Submitted to Shodhganga Repository	<1	Publication
11	Thesis Submitted to Shodhganga Repository	<1	Publication
12	www.onlinejournal.in	<1	Publication
13	www.diva-portal.org	<1	Publication
14	getsurejobs.com	<1	Internet Data

Dr. Raju Kumar V. Patel
Assistant Professor
Department of Commerce
School of Professional Studies
SIKKIM UNIVERSITY
6th Mile, Gangtok, Sikkim, India
12/6/25

ACKNOWLEDGEMENT

The journey of a doctoral research is never a solitary one it is a collective effort, built on the unwavering support, guidance, prayers, and goodwill of many individuals who walk beside you in visible and invisible ways. As I reach this significant milestone, I bow in humility and gratitude to each soul who contributed to the completion of this academic journey.

First and foremost, I offer my deepest gratitude to *Bhagawan Sri Sathya Sai Baba*, whose divine guidance, blessings, and teachings have been the spiritual foundation of my journey. His eternal presence has been my source of strength, courage, and unwavering faith throughout this academic pursuit.

I would like to express my heartfelt thanks to my supervisor, **Dr. Ravi Shekhar Vishal**, for his invaluable guidance, constant support, and constructive feedback. His mentorship has been pivotal in shaping my research and academic growth. I also extend my sincere gratitude to **Dr. B. Muthu Pandian** for his continuous encouragement and support.

With immense love and respect, I thank my **parents, Asha Rai and Indra Bahadur Rai**, for being the cornerstone of my life. Their sacrifices, blessings, and faith in me have been the foundation upon which I built my dreams.

I am grateful to all the faculty members of the **Department of Commerce** for their academic inputs, motivation, and kind cooperation during the course of my research.

A special note of gratitude goes to my **spiritual mentor, Passang Sherpa**, whose wisdom and guidance have enlightened me both personally and spiritually during this journey.

My deepest appreciation and special thanks to **Mr. Suman Rai** for his consistent academic support and encouragement, which greatly contributed to the successful completion of my research.

I am profoundly thankful to my nearest and dearest co-scholars—**Dr. Susmita Subba, Susmita Lama, and Mr. Prapanch Sarmah**—who are more like my family. Their emotional support, constant motivation, and companionship have been a blessing. I also thank my junior scholars including **Ms. Rinchen Doma Bhutia** for their kind assistance and encouragement.

My heartfelt thanks to the beloved respondents—**Ex-Servicemen from across all states of India**—whose cooperation, honesty, and time made this research possible. Without their sincere responses, this study would not have reached fruition.

I also extend my sincere gratitude to the **Indian Council of Social Science Research (ICSSR)** for awarding me the **ICSSR Doctoral Fellowship 2022–23**, which provided vital financial and institutional support for my research.

Lastly, and most importantly, I thank my **family** for their endless love, patience, and encouragement. To my beloved sisters **Pragya** and **Prena**, and my brother-in-law **Carsten Barracliffe**, thank you for being my pillars of strength through every high and low

To all those who directly and indirectly contributed to this academic journey—thank you from the bottom of my heart.

~ **Prajala Rai** ~

TABLE OF CONTENT
Student Declaration
Certificate Plagiarism Check Report
Acknowledgement
Table of Contents
List of Tables
List of Figures
List of Abbreviations

C / S No	Title	Page No
1	INTRODUCTION	1 – 31
1.1	Background of the Study	1
1.2	Indian Armed Forces: An Overview	3
1.2.1	<i>An overview of Indian Army</i>	5
1.2.2	<i>Retirement Rank</i>	6
1.3	Army to Ex-Servicemen	8
1.3.1	<i>Meaning and Definition of Ex-Servicemen</i>	8
1.3.2	<i>The Meaning and the Definition of Second Career and its Implication on Ex-Servicemen</i>	9
1.3.3	<i>Need for the Resettlement</i>	10
1.4	The Resettlement Institutional Infrastructure (RII) in India	13
1.4.1	<i>Sainik Board; Kendriya Sainik Board (KSB), Rajya Sainik Boards (RSBs) and Zila Sainik Boards (ZSBs)</i>	14
1.4.2	<i>Directorate General Resettlement (DGR)</i>	15
1.4.3	<i>Training and Development Activity Undertaken by the Directorate</i>	17
1.4.4	<i>Army Placement and welfare cell</i>	19
1.4.5	<i>Sector wise Employment and overall Strength of ESM</i>	21
1.5	Skill Ecosystem in India	24
1.5.1	<i>The Ministry of Skill Development and Entrepreneurship</i>	24
1.5.2	<i>The National Skill Development Corporation (NSDC)</i>	25
1.6	Statement of Problem	27
1.7	Proposed Chapter Outlines	28
2	REVIEW OF LITERATURE	32 – 68
2.1	Introduction	32
2.2	Reviews of Literature	33
2.2.1	<i>The Knowledge and Skill of the Ex-Servicemen</i>	33

C / S No	Title	Page No
2.2.2	<i>The Concept of Competency Mapping.....</i>	40
2.2.3	<i>The Prospect or Opportunities of Second career for ESM.....</i>	48
2.2.4	<i>The Present Resettlement Institutional Infrastructure.....</i>	55
2.3	Research Gap.....	67
3	RESEARCH METHODOLOGY	68 – 75
3.1	Statement of Problem.....	68
3.2	Scope of the Study.....	70
3.3	Objectives of Study.....	71
3.4	Sample Size & Survey Design.....	71
3.5	Research Method.....	74
4	SECOND CAREER COMPETENCY MAPPING FOR EX-SERVICEMEN	76 - 106
4.1	Background of the Study.....	76
4.2	Rationalization of the Study.....	78
4.3	Research Intention	80
4.4	Analytical Framework.....	81
4.4.1	<i>Conceptual Process of Competency Score</i>	81
4.4.2	<i>Computational Process of Competency Score</i>	82
4.4.3	<i>Method of Analysis</i>	84
4.4.4	<i>Results & Discussion</i>	86
4.4.5	<i>Sample Distribution</i>	86
4.4.6	<i>Association between Level of Competency Score and Retirement Rank.....</i>	87
4.4.7	<i>Variation of Competency Scores across the Retirement Rank.....</i>	98
5	THE SECOND CAREER PREFERENCE & EXISTING CAREER PATH (TRACKS, VERTICALS & HORIZONTALS MOVEMENT) FOR INDIAN ARMY EX-SERVICEMEN	107 - 133
5.1	Background of the Study.....	107
5.2	Rationalisation of the Study.....	109
5.3	Research Intention	110
5.4	Analytical Framework	110
5.4.1	<i>Method of Identifying the Preferred Employment, Sector & Job Role.....</i>	111
5.4.2	<i>Computational Framework for Competency Based Clustering.....</i>	112
5.4.3	<i>Conceptual Framework of Second Career Structuring.....</i>	114
5.5	Results & Discussion	114
5.5.1	<i>Results of Competency Based Clustering.....</i>	121
5.5.2	<i>Association between the Competency Based Clustering and ESM Demographic Profile.....</i>	122
5.5.3	<i>Detailed Second Career Structuring for Ex-Servicemen.....</i>	125

C / S No	Title	Page No
6	ASSESSMENT OF SIGNIFICANCE OF RESETTLEMENT INFRASTRUCTURE FOR THE INDIAN ARMY ESM	134 - 162
6.1	Background of the Study	134
6.2	Rationalization of the Study	136
6.3	Research Intention	139
6.4	Analytical Framework	139
6.4.1	<i>Computational Framework for Satisfaction Score on Resettlement Institutional Infrastructure (RII)</i>	139
6.4.2	<i>Computation of Satisfaction Score & Level of Satisfaction...</i>	141
6.4.3	<i>Method of Analysis</i>	143
6.5	Results & Discussion	145
6.5.1	<i>Frequency Analysis of Sample Distribution</i>	145
6.5.2	<i>Level of Satisfaction on Resettlement Institutional Infrastructure (RII) and association based on Status of Registration in RII's & Retirement Rank</i>	149
6.5.3	<i>Variation on Satisfaction Score about the Resettlement Institutional Infrastructure (RII) based on Status of Registration in RII's & Retirement Rank</i>	158
7	FINDINGS AND RECOMMENDATIONS	163 - 186
7.1	Summary of the Study	163
7.2	Findings of the Study	164
7.2.1	<i>The Second Career Competency Mapping (Knowledge, Attitudes, and Skills) for the Indian Army Ex-servicemen</i>	164
7.2.2	<i>The Second Career Structuring (Tracks, Verticals & Horizontal Movements) for the Indian Army Ex-servicemen</i>	166
7.2.3	<i>Assessment of the Significance of Resettlement Infrastructure for the Indian Army Ex-Servicemen</i>	171
7.3	Recommendation of the Study	174
7.3.1	<i>Skill Development & Training Programs</i>	174
7.3.2	<i>Career Transition Support</i>	175
7.3.3	<i>Job Placement Strategies</i>	175
7.3.4	<i>Public Sector (PSUs & Financial Institutions)</i>	175
7.3.5	<i>Sector Based Recommendation</i>	175
7.3.6	<i>Overall Policy Recommendations</i>	176
7.4	Conclusion	177
7.5	Suggestions for the Future Study	178
REFERENCE		i - ix
Appendix-1:	<i>Tracks Horizontal and Vertical movement</i>	SH1 – AV14
Appendix-2:	<i>Sample Survey Instrument: Interview Schedule</i>	i - xii
Appendix-3:	<i>Paper Presentation and Publication Details</i>	a – g

LIST OF TABLES

Table No.	Table Tittle	Page No.
1.1	<i>Indian Army ESM Resettlement Infrastructure.....</i>	14
1.2	<i>Timeline of Directorate General Resettlement (DGR).....</i>	17
1.3.	<i>Job Prospect Provided by The Army Welfare and Placement Organization (AWPO).....</i>	21
1.4	<i>Sector wise Employment and Overall, Strength of ESM.....</i>	22
3.1	<i>State Wise List of Total No. of Registered Ex-Servicemen in Indian Army.....</i>	71
3.2	<i>Components of Structured Survey Instrument.....</i>	73
4.1	<i>Competency Sub-Components Wise Results of Reliability Test.....</i>	82
4.2	<i>Demographic Profile of the Ex-Servicemen.....</i>	87
4.3	<i>Knowledge Scores and Its Association with EMS Retirement Rank.</i>	89
4.4	<i>Skill Scores and Its Association with EMS Retirement Rank.....</i>	91
4.5	<i>Job Attitude related Scores and Its Association with EMS Retirement Rank.....</i>	95
4.6	<i>Data Profiling of the Competency Components & its Sub-Components.....</i>	99
4.7	<i>Results of Overall Competency Components and its Sub Components based on Retirement Rank of the Ex-Servicemen.....</i>	100
5.1	<i>Demographics Characteristics of the Ex-Servicemen and their Association Between their Preference of work.....</i>	115
5.2	<i>Sectoral Preference of The Ex-Servicemen in The Conventional Sector.....</i>	119
5.3	<i>Sectoral Preference of The Ex-Servicemen in The Morden Sector....</i>	120
5.4	<i>Characteristics of Cluster Members.....</i>	121
5.5	<i>Demographic Profiles and Its Association Different Groups of EMS</i>	123

Table No.	Table Title	Page No.
5.6	<i>Detailed Cluster Wise page no reference of Tracks Horizontal and Vertical movement (in Appendix 1)</i>	132
6.1	<i>Resettlement Facilities Provided by the Resettlement Institutions to ESM.....</i>	140
6.2	<i>Ex- Servicemen Registration Status for Participating the Resettlement Paid Programs offered by Resettlement Institution and its Source of Information about the Resettlement Paid Programs ...</i>	147
6.3.	<i>Reasons for Non-Registration for Participating the Resettlement Paid Programs offered by Resettlement Institution.....</i>	148
6.4	<i>Categories of Paid Courses Attended by the Ex-Servicemen through the Resettlement Institutions</i>	149
6.5	<i>Results of Test of Association Between the Level of Satisfaction on Sainik Board / DGR / APA / Overall RII on the Based on their Retirement.....</i>	150
6.6	<i>Results of Test of Association Between the Level of Satisfaction on Sainik Board / DGR / APA / Overall RII on the Based on their Registration Status.</i>	155
6.7	<i>Data Profiling of the Service Score & Satisfaction Score of Resettlement Institutional Infrastructure (RII)</i>	159
6.8	<i>Results of Service Specific / Resettlement Institution (RI's) Specific / Overall Satisfaction Score Based on their Registration status in RI's and Retirement Rank.....</i>	161

LIST OF FIGURES

Figure No.	Figure Title	Page No.
1.1	<i>The Structure of The Indian Army</i>	6
1.2	<i>Retirement rank category.....</i>	7
1.3	<i>The Organisational Structure of Sainik Board In India.....</i>	15
1.4	<i>Category wise Placement Percentage of ESM.....</i>	23
1.5	<i>Organisational Chart of Ministry of Skill Development and Entrepreneurship.....</i>	24
1.6	<i>Vision of the Ministry of Skill Development and Entrepreneurship.....</i>	25
1.7	<i>Sectoral Skill Council of India</i>	26
2.1	<i>Review of Literature.....</i>	33
4.1	<i>Conceptual and Computational Process of Competency Score...</i>	81
5.1	<i>Approach to Exhibit the Preferred Second Carrer of ESM.....</i>	112
5.2	<i>Structure of Cluster wise Tracks Vertical & Horizontal Movements.....</i>	113
5.3	<i>Preference of work along with their sectoral Preference after Retirement.....</i>	117
5.4	<i>Summary of Detail Carrer Path along with their Horizontal Movement.....</i>	125
5.5	<i>Summary of Detail Sentinel Cluster Job Description Job Role on Vertical Movement.....</i>	126
5.6	<i>Summary of Detail Carrer Path along with their Horizontal Movement.....</i>	127
5.7	<i>Summary of Detail Diplomates Cluster Job Description Job Role on Vertical Movement.....</i>	128
5.8	<i>Summary of Detail Carrer Path along with their Horizontal Movement.....</i>	129
5.9	<i>Summary of Detail Explorer Cluster Job Description Job Role on Vertical Movement.....</i>	129
5.10	<i>Summary of Detail Carrer Path along with their Horizontal Movement.....</i>	130
5.11	<i>Summary of Detail Analyst Cluster Job Description Job Role on Vertical Movement.....</i>	130
5.12	<i>Summary of Detailed Track, Horizontal and vertical movement</i>	131
6.1	<i>Computational Procedure of Satisfaction Score.....</i>	142
6.2	<i>Geo Heat Map of Percentage of Ex-Servicemen Not Register in Sainik Board.....</i>	146
6.3	<i>Population Pyramid of Mean Service Score & Satisfaction Score of Resettlement Institutional Infrastructure for Ex-Servicemen in India</i>	158

LIST OF ABBREVIATIONS

ARDL	<i>Auto Regressive Distributed Lag model</i>
AWPNs	<i>Army Welfare Placement Nodes</i>
AWPO	<i>Army Placement and Welfare Organization</i>
AWPSNs	<i>Army Welfare Placement Satellite Nodes</i>
AWPSNs	<i>Army Welfare Placement Satellite Nodes</i>
CAPF	<i>Central Armed Police Forces</i>
CDS	<i>Chief of Defence Staff</i>
CII	<i>Confederation of Indian Industry</i>
COAS	<i>Chief of Army Staff</i>
CPSE	<i>Central Public Sector Enterprise</i>
DGR	<i>Directorate General Resettlement</i>
DGT	<i>Directorate General of Training</i>
DOP&T	<i>Department of Personnel and Training</i>
ESM	<i>Ex-Servicemen</i>
FICCI	<i>Federation of Indian Chambers of Commerce & Industry</i>
IAF	<i>Indian Air Force</i>
IIFT	<i>Indian Institute of Foreign Trade</i>
IIM	<i>Indian Institute of Management</i>
IN	<i>Indian Navy</i>
ITIs	<i>Industrial Training Institutes</i>
JCOs	<i>Junior Commissioned Officer</i>
KSB	<i>Kendriya Sainik Board</i>
KW	<i>Kruskal Wallis</i>
MD	<i>Managing Director</i>
MDI	<i>Management Development Institute</i>
MOU	<i>Memorandum of Understanding</i>
MSDE	<i>Ministry of Skill Development and Entrepreneurship</i>
NAPS	<i>National Apprenticeship Promotion Scheme</i>
NCR	<i>National Capital Region</i>
NCVET	<i>National Council for Vocational Education and Training</i>

LIST OF ABBREVIATIONS

NOS	<i>National Occupational Standards</i>
NQR	<i>National Qualification Register</i>
NSDC	<i>National Skill Development Corporation</i>
NSDF	<i>National Skill Development Fund</i>
NSQF	<i>National Skills Qualifications Framework</i>
NSTIs	<i>National Skill Training Institutes</i>
OR	<i>Other Rank</i>
OS	<i>Other Sector</i>
PBOR	<i>Personnel below officer rank</i>
PMKVY	<i>Pradhan Mantri Kaushal Vikas Yojana</i>
PSUs	<i>public sector undertakings</i>
PSUs	<i>Public Sector Undertaking</i>
QP	<i>Qualification Pack</i>
RA	<i>Regular Army</i>
RII	<i>Resettlement Institutional Infrastructure</i>
RSB	<i>Rajya Sainik Board</i>
SCTs	<i>second-career teachers</i>
SLR	<i>Systematic Literature Review</i>
SSCs	<i>Sector Skill Councils</i>
STEM	<i>science, technology, engineering, and mathematics</i>
SWOT	<i>strengths, weaknesses, opportunities, and threats</i>
TWS	<i>Tracks within the Sector</i>
ZSB	<i>Zilla Sainik Board</i>

Chapter ~ 1

CHAPTER – 1

INTRODUCTION

1.1.BACKGROUND OF THE STUDY

Competency Mapping is a systematic approach used to assess an employee's knowledge, skills and behavioural attributes concerning their designated roles and responsibilities (*Padgaonkar & Yadav, 2022*). It serves as a strategic tool for aligning an individual's competencies with industry-specific requirements, to ensure that organizations can effectively employ human capital to achieve their objectives (*Shalini, 2024; Velayudhan, 2019*). The process aids in identifying skill gaps, facilitating targeted training and development programs, and enhancing workforce productivity (*Ramakrishnan, 2006*). By integrating competency mapping into human resource management, organizations can optimize talent acquisition, performance evaluation, career progression, and succession planning, thereby fostering a culture of continuous learning and professional growth.

The historical roots of competency mapping can be traced back to ancient India, particularly to the teachings of Arya Chanakya, a distinguished philosopher, economist, and political strategist. His seminal work, *Arthashastra*, offers profound insights into governance, leadership, and administrative efficiency, which align closely with modern competency frameworks (*The Evolution of Competency Mapping: From Chanakya to Modern HR Practices, 2024*). While the term "competency" was not explicitly mentioned in his writings, Chanakya emphasized essential leadership qualities such as strategic thinking, ethical decision-making, adaptability, and the ability to influence and manage people effectively. These foundational principles have informed contemporary

human resource practices, where structured competency models define the attributes necessary for organizational success. The evolution of competency mapping from historical governance frameworks to modern HR methodologies underscores its significance as a dynamic tool for workforce development, ensuring that individuals and organizations remain competitive in an ever-evolving professional landscape.

Ex-Servicemen (*ESM*) are the personnel retired from the any of the three service of Armed force. The ESM though they are from the retired category they are very talented and competent workforce (*Tripathi, 2015*). ESM constitute a highly skilled, disciplined, and competent workforce, possessing extensive experience in leadership, strategic planning, crisis management, and technical expertise (*Mangum & Ball, 1989; Sudha, 2018*). Their training and exposure to diverse operational environments equip them with a unique skill set that is valuable across various industries, including security, logistics, administration, and management (*Maharajan & Subramani, 2014*). Since, they retire early they have many productive years with them due to which they need Second Career as the pension alone is not enough for them (*Sharma, 2015; Tripathi, 2016; Sudha, 2016*).

A second career refers to the professional pathway undertaken after the conclusion of an individual's primary career, often requiring a transition into a new industry or role (*Taneja, 2016*). For Ex-Servicemen (*ESM*), securing a second career necessitates the acquisition or validation of civilian competencies that align with the requirements of non-military job sectors (*Yusuf & Minai, 2016; Stothard & Nicholson, 2001*). In this context, competency mapping serves as a valuable tool to systematically assess the existing skills of *ESM* and identify areas requiring further development. Competency

mapping enables organizations and policymakers to evaluate whether an ESM's professional experience aligns with the skill requirements of civilian roles, facilitating structured reskilling and upskilling programs (*Bannet et al., 2015; Burton, 2009*). By identifying gaps between military-acquired competencies and industry expectations, competency mapping can guide ESM in selecting appropriate career pathways, ensuring a smoother transition into the civilian workforce (*Dhaka et al., 2020; Saxena & Gujral, 2018*).

1.2 INDIAN ARMED FORCES; AN OVERVIEW

The Indian Army is the largest branch of the Indian Armed Forces, responsible for land-based military operations. It is led by the *Chief of Army Staff* (COAS), a four-star general who reports to the President of India. The army operates under a regimental system and is divided into seven commands, organized both geographically and operationally.

The roots of the Indian Army trace back to 1895, with the incorporation of the East India Company's presidency armies in 1903. After India gained independence, the forces of various princely states were merged into the national army. Over the years, the Indian Army has built a rich legacy, participating in numerous global battles and campaigns, earning prestigious combat and theatre honors both before and after independence.

The primary responsibilities of the Indian Army are to safeguard the nation against external aggression, address internal security challenges, and support national unity and security. It also plays a crucial role in disaster relief and humanitarian missions, such

as Operation Surya Hope. Together with the Indian Navy and Indian Air Force, the army forms a vital component of the country's defence forces.

The Indian Army has fought four wars with Pakistan and one with China, alongside notable operations like Operation Vijay, Operation Meghdoot, and Operation Cactus. Structurally, it is divided into seven commands, with divisions serving as the core field formations, while permanent regiments manage recruitment and training. As a voluntary force, more than 80 percent of India's active defence personnel serve in the army. With approximately 1.2 million active soldiers and nearly a million reserves, it stands as the largest standing army in the world.

Every year Indian Armed force recruits medically and physically fit personnel. After various training, they are ready to serve the country and they are posted to various parts of the country. The Indian Armed force broadly has three uniform services i.e., Indian Army, Indian Navy, and Indian Air Force. It has Six commands and one training command which is led by the *Chief of Army Staff* (COAS). The headquarters of the Indian Army is in New Delhi each command directly reports to the headquarters

The Indian Armed force has three branches Indian Army, Indian Navy and Indian Air Force. Each branch of the armed forces has a distinct role:

- **Indian Army:** The largest component, responsible for land-based operations, border security, and counterinsurgency measures.
- **Indian Navy:** Protects maritime interests, ensures naval supremacy, and conducts humanitarian missions.
- **Indian Air Force:** Provides aerial defense, strategic airlift capabilities, and supports ground forces in combat.

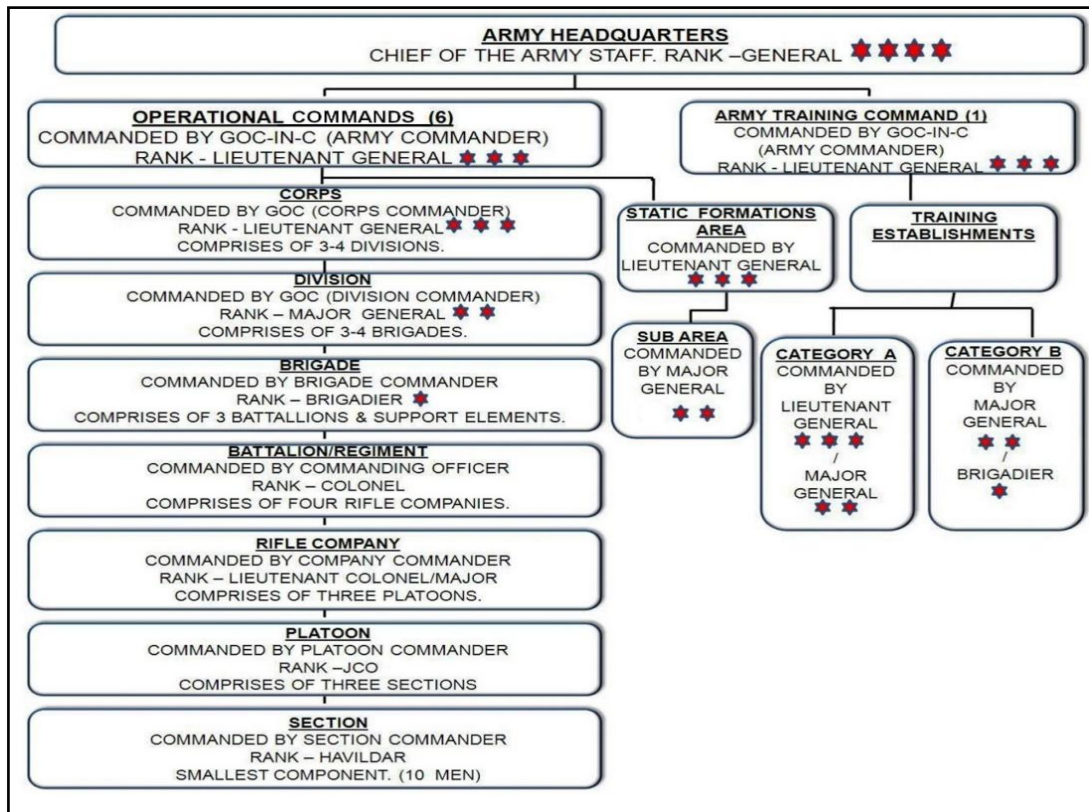
1.2.1 An overview of Indian Army

The Indian Army is the largest land-based branch of the Indian Armed Forces. The *Chief of Army Staff* (COAS) is supreme head of Indian Army. In addition to this the President of India serves as its Supreme Commander. The Indian Army was formally recognized on April 1, 1895, uniting the established presidency armies of the East India Company, which were later formally established in 1903. Alongside the Imperial Service Troops maintained by select princely states the Indian Army formed the land-based component of the Armed Forces of the Crown of India, tasked with the defence of the Indian Empire.

The Indian Army's principal goals are to protect the country from external aggression and internal dangers, preserve peace and security within its boundaries, and guarantee national security and unity. It can be called upon by the government to address internal threats and perform humanitarian rescue missions after natural disasters and other disruptions, like Operation Surya Hope. Along with the Indian Air Force and Navy, it plays a significant role in national strength. With a division serving as the fundamental field structure, the Indian Army is geographically and operationally separated into seven commands. More than 80 percent of the nation's active defense forces are volunteers in the army. The world's largest standing army, consisting of 960,000 reserve troops and 1,237,117 active personnel. As a System infantry modernization program, the army is also modernizing and procuring new equipment for its aviation, artillery, and armored branches.

The Indian Army is commanded by a four star General, who is the *Chief of Army Staff* (COAS). The primary task of the Indian Army is to safeguard the nation from external and internal threats.

Figure No. 1.1: The Structure of The Indian Army



Source: <https://indianarmy.nic.in/about/about-us-site-main/organisation-of-indian-army>

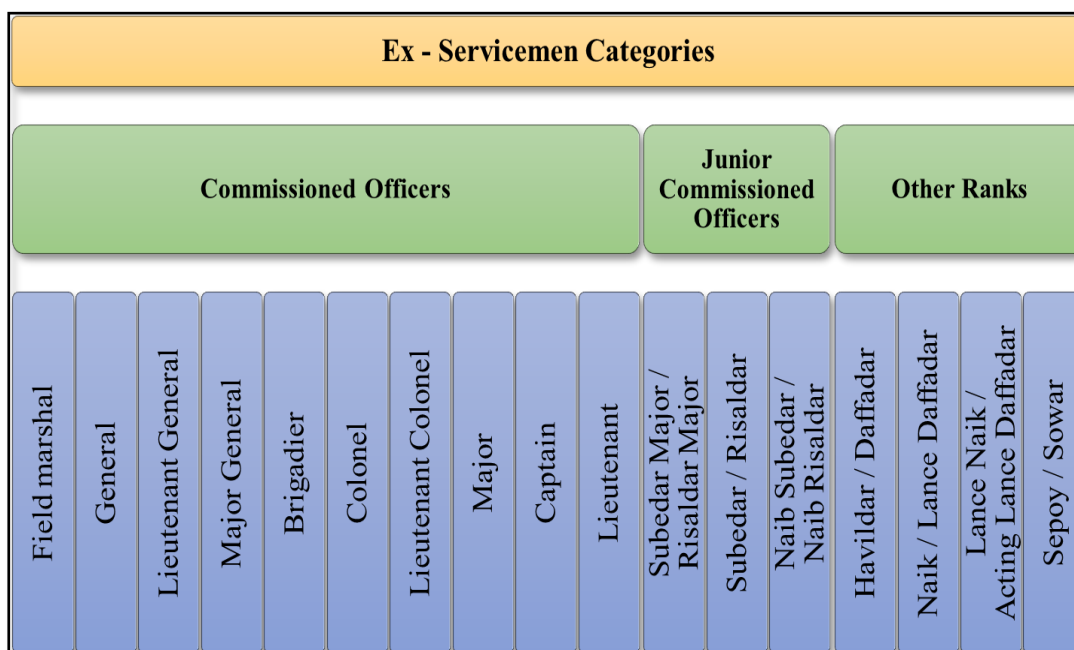
The Indian Armed Forces operate under the Ministry of Defence, with the President of India serving as the Supreme Commander. The *Chief of Defence Staff* (CDS) oversees joint operations and ensures coordination among the three services.

1.2.2 Retirement Rank

For Servicemen, retirement from the military signifies a major shift from active duty to civilian life. Military soldiers retire at varying ages based on their rank and length of service; Commissioned Officers tend to serve longer than Junior Commissioned Officers and Other Ranks. To support their post-service lives, retirement perks are offered, including as medical facilities, relocation programs, and pensions. Many veterans use their technical expertise, discipline, and leadership qualities to pursue second careers in the corporate, government, and security sectors. Retirement marks

not just the conclusion of military duty but also the start of a new stage in which veterans make a variety of contributions to society.

Figure No 1.2: Retirement rank category



Source: Compiled by the Researcher

The diagram categorizes Ex-Servicemen into three groups: Commissioned Officers, Junior Commissioned Officers, and Other Ranks. Commissioned Officers hold the highest ranks, including Field Marshal, General, Lieutenant General, Major General, Brigadier, Colonel, Lieutenant Colonel, Major, Captain, and Lieutenant, responsible for leadership and command. Junior Commissioned Officers serve in mid-level leadership roles, including Subedar Major/Risaldar Major, Subedar/Risaldar, and Naib Subedar/Naib Risaldar. Other Ranks consist of non-commissioned officers and enlisted personnel, including Havildar/Daffadar, Naik/Lance Daffadar, Lance Naik/Acting Lance Daffadar, and Sepoy/Sowar. This classification helps distinguish military hierarchy and roles among Ex-Servicemen.

1.3. ARMY TO EX-SERVICEMEN

1.3.1. Meaning and Definition of Ex-Servicemen

Ex-servicemen are currently defined as anyone who served in the Armed Forces of India for any length of time and is still alive at any given point in time. After 1965, the need for formally defining the term "Ex-Servicemen" was felt in order to ensure that the benefits and new policy of reservations flow only to the truly deserving individuals.

According to the *Department of Personnel and Training (DOP&T)*, Ministry of Personnel, Public Grievances, and Pensions, which has been in effect since July 1, 1987 (*Shekhawat, 2011*). An Ex-Serviceman is defined as a person who has served in the Regular Army, Navy, and Air Force of the Indian Union in any rank, whether as a combatant or non-combatant and who has been relieved on (a). *The services whether at his own request or being relieved by the employer after earning his or her pension* (b). *The service on medical grounds attributable to military service or circumstances beyond his control.* (c) *The service is a result of establishment reduction. Or who has been announced out of such service after accomplishing the given timeline of engagement, except at his own request, or by disqualification or discharge on act of misconduct or incompetence and has been given a gratuity; and includes Territorial Army personnel, namely, pension holders for continuous embodied service or broken spells of qualifying service.*

To sum up, the term “Ex-Servicemen” (ESM) refers to a person who has served in any of the three services in any rank whether as combat or non-combatant in the regular Army, Navy, and air force of the Indian Union. In simple words, ESM refers to the retired personnel of the Armed force who have served in any of the three services of

the Armed force. For the Study, the term ESM is used to refer to those who have retired from the Indian Army, not the Indian Navy and Indian Air force. ESM belongs to the category of retired personnel. They are the most talented and disciplined human resources who still have many productive years of their lives. As compared to their civilian counterpart they retire at an early age in their late 30s and early 40s where they have numerous financial responsibilities to shoulder. The union and State governments have jointly taken responsibility for the resettlement of ESM and there are many institutions under the union and state governments that look after the responsibilities of resettlement of ESM. There are various Pre and Post retirement training designed to help ESM settle in the civilian market and find a Second Career.

1.3.2. The Meaning and the Definition of Second Career and its Implication on Ex-Servicemen

Helppie-McFall and Sonnega, (2017) In their survey, define a second career as a vocation or as work in the wake of leaving a drawn-out profession position after the age of 40 in a considerably unique occupation or potential industry than a laborer's earlier profession, with headway open doors, critical hours, and pay/pay, and the assumption for working at least five years in the new vocation. However, many second careers can qualify as bridge jobs under definitions such as *Lahlouh, Lacaze, and Ramirez, (2019)* which state that they include employment that occurs after leaving a long-term job but before retirement. Many bridge jobs are part-time, temporary, and in their own field, making them a useful niche when transitioning from one profession or industry to another (*Helppie-McFall & Sonnega, 2017*).

With regards to the ESM second career is regarded as the financial support after retirement. Due to the service profile of the Indian armed force, they retire early and a

Second career becomes essential for them. After retirement, soldiers look for a new career as a second career. He values his second career just as much as his first. He is at a point in his life when he is most committed to his family and social life. Unfortunately, after retirement, they are left to fend for themselves, and even proud soldiers are forced to work in menial jobs. Their early retirement, at an age when they can still work for a living for a few more years, and at a time when their social and financial obligations are at their peak, forces them to seek a second career (*Singh, 1985*).

Due to their unique skill set, the resettlement of ESM can be managed in a way that taps into their high levels of discipline and dedication which could provide an advantage for the defence sector. Even from a national standpoint, human resource waste has a significant economic impact on Ex-Servicemen. The central and state governments are unable to hire these Ex-Servicemen who are of employable age. Central has already spent a significant amount of money on their training, and if they are not employed again, the money spent will be lost (*Sudha, 2016*). Further, Additional work at older ages would increase the production of goods and services, spurring economic growth and raising tax revenue. If every worker delayed retirement by five years, relative to retirement plans based on current work patterns, the additional revenue generated by income and payroll taxes would more than cover the Social Security trust fund deficit for the foreseeable future (*Johnson & Kawachi, 2007*).

1.3.3. Need for the Resettlement

Resettlement is a process that aims to smooth the transition to a second career while simultaneously attempting to absorb the jolts of that change through institutional counselling, coaching, training, and liaising. The institutions interact in a close, personal way. supervising, directing, and supporting the returning service members as

well as the social conditions there. Soon after he is discharged from the military, he begins to be limited by competition, caste, family, position and prestige, and a number of other societal variables. In our modern national setting, both "resettlement" as a process and problem and "Ex-Servicemen" as a key social category are essential; this justifies the current study problem.

The Industrial Revolution was largely to blame for the welfare state's birth, which saw the government eventually pushed to assume responsibility for its citizens' well-being. Many times, the state is under pressure from different popular movements, and the state responds by articulating its position through legislation. No matter the form or kind of state, providing its citizens with full employment has now become one of the main welfare objectives. All people's full employment is one of the state's top priorities, according to the Directive Principle of State Policy in the Indian Constitution. So far, the objective has rarely been attained. It is impossible to find a single sociological or economic explanation for the existence of mass unemployment, which has been a key political concern for the country's socio-political foundations ever since independence. There has undoubtedly been a noticeable growth in the number of openings and the job potentials have multiplied due to the sluggish but amazing agricultural transformation, progressively quickening industrialization, and large-scale planned expansion in services. However, despite the apparent abundance of employment opportunities, there have always been too few people looking for work, largely due to the population's rapid expansion and the enormous increase in the number of educated workers. Since independence, there has always been a discrepancy between the number of open positions and the number of applicants.

The necessity for the resettlement of former service members results principally from the fact that there is a larger supply of labour than there are open positions in almost every area of our economy. A conversation about the re-settlement of former service members could seem pointless in a hypothetically reversed circumstance, and the Directorate of Resettlement, Ministry of Defence, Government of India (henceforth referred to as DGR), might lose most of its relevance. As a result, the process of resettling ex-servicemen is best understood as the state making a specific effort to assist the Ex-Servicemen in doing so in their post-retirement, which essentially entails making adequate arrangements for their reemployment or self-employment through various means and ensuring their smooth integration into the civilian occupational system. When viewed in this light, a study of re-settlement should focus on developing a systematic understanding of the interactions between the state's special provisions for a given group's resettlement, as well as individual or group responses to those provisions and their responses to the problem at hand.

The issue of resettlement is recompense for the hardships endured throughout the course of a single career. The state may expressly recognize the necessity for such recompense or society may have an implicit understanding of it. The resulting deprivations are primarily socio psychological and economic in nature. As already noted, the politically marginalized groups demand rehabilitation, a campaign of a different order. Additionally, resettlement as a procedure of compensation only applies to occupational categories that have similar deprivations in comparison to other majority vocations with comparable statuses. In the collection of comparable occupations in a particular political market, the number of career categories so deprived must be in the minority. Therefore, the process of resettlement results from the explicit

or implicit concern for compensation of an occupational group that suffers from economic and/or socio-psychological deprivation due to the nature of its work and the economic and socio-psychological benefits associated with it. When the objective working circumstances and compensation structure of "minority occupations" are compared to those of "similar majority occupations," which have the same social standing but offer superior financial and socio-psychological benefits, the sensation of deprivation is heightened. The following six elements help to make relocation an option for individuals of any occupational category who are deemed deserving just because of these factors, either collectively or individually.

Situations that require a worker to spend the majority of his professional career living apart from his family (*particularly that of procreation*). Such conditions may exist (a) as a result of the low and/or unstable income associated with self-employment or employment, or (b) as a result of strict organizational norms, such as those of the military and paramilitary forces, which require ranks to live in barracks with their peers in non-family stations, denying them the opportunity to live with their families for the majority of their careers. Resettlement, then, concerns everyone who migrates to a far-off location in search of employment or a lucrative profession. The person who is on the topic of relocation has a history of supporting his family (*especially in terms of procreation*) through regular remittances and only occasionally receiving personal care items due to infrequent visits on significant occasions or extended leaves.

1.4. THE RESETTLEMENT INSTITUTIONAL INFRASTRUCTURE (RII) IN INDIA

Ex-Servicemen (*ESM*) retire at a relatively young age, often leading to financial challenges, making their resettlement into civilian life crucial. Thus, it is the collective

responsibility of both the central and state governments to facilitate their smooth transition by providing necessary support and resources for employment and financial stability. The Government of India established the Indian Soldiers Board on September 7, 1919, to support serving and retired soldiers and their dependents. In 1944, it was expanded to include the Navy and Air Force, and in 1951, it was renamed the Indian Soldiers', Sailors', and Airmen's Board.

Table No.1.1: Indian Army ESM Resettlement Infrastructure

Levels	ESM Welfare	ESM Placement / Training
National	Directorate General Resettlement (DGR), Department of ESM, Ministry of Defence, GOI.	
	Kendriya Sainik Board (KSB)	Army Placement and Welfare Organization (AWPO)
Zonal / State	Rajya Sainik Board (RSB)	17 Army Welfare Placement Nodes (AWPNs)
District	Zilla Sainik Board (ZSB)	47 Army Welfare Placement Satellite Nodes (AWPSNs)

Source: Compiled by researcher, Secondary Data from official website of Department of ESM welfare

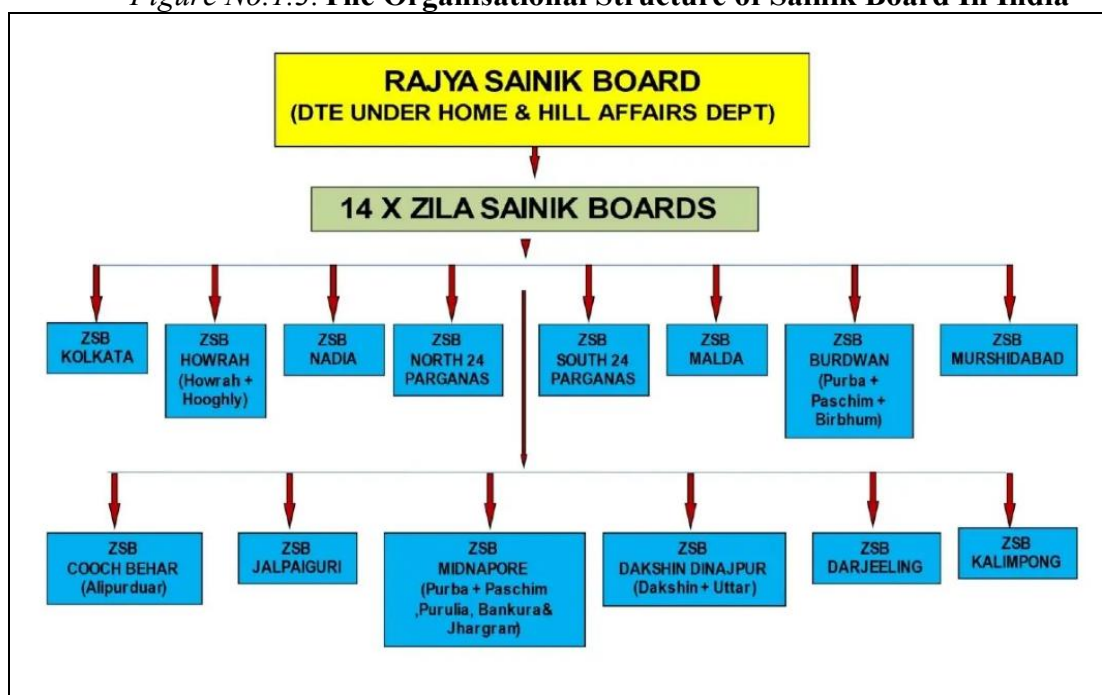
1.4.1 Sainik Board; Kendriya Sainik Board (KSB), Rajya Sainik Boards (RSBs) and Zila Sainik Boards (ZSBs)

In 1975, the Board was reorganized as the Kendriya Sainik Board (KSB) at the national level, with Rajya Sainik Boards (RSBs) and Zila Sainik Boards (ZSBs) at the state and district levels, respectively. These Boards, functioning under the Ministry of Defence, facilitate Ex-Servicemen (ESM) welfare. In response to the growing ESM population, a dedicated division for resettlement and rehabilitation was established within the Ministry in 1986, leading to the creation of a separate department on September 22, 2004.

The KSB Secretariat, co-located with the Directorate General Resettlement (DGR), oversees ESM affairs, administers the Welfare Fund, and manages 33 RSBs and 403

ZSBs. The Board meets annually to review policies, address challenges, and introduce new initiatives. Headed by a Brigadier or equivalent, the Secretariat includes five Joint Directors from the Army, Navy, and Air Force, along with a civilian Accounts Officer on deputation, overseeing policy, welfare, administration, legal matters, training, and finance. At the state level, RSBs handle identity cards, smart cards, pensions, and welfare schemes while regulating ZSBs, conducting inspections, and reporting to District Collectors, Chief Secretaries, and KSB. India has 32 RSBs, which also advise DGR on training programs to enhance ESM employability.

Figure No.1.3: The Organisational Structure of Sainik Board In India



Source: <https://acesse.one/qpl/s8>

1.4.2. Directorate General Resettlement (DGR)

The Department of Ex-Servicemen Welfare, under the Ministry of Defence, exercises direct oversight over the inter-service *Directorate General Resettlement (DGR)*. Annually, approximately 60,000 military personnel retire or are released from active service at relatively young ages to maintain the Armed Forces' youthful operational

profile. Upon retirement, many of these individuals face ongoing familial and financial responsibilities, necessitating the pursuit of a second career. In response to this need, the DGR plays a pivotal role in facilitating the reintegration of Ex-Servicemen into civilian life. By aligning its training and skill development programs with the evolving demands of business and industry, the DGR supports former service members in acquiring new competencies and transitioning effectively into meaningful post-military employment.

The DGR, under the Ministry of Defence, assists ESM in transitioning to civilian careers through pre- and post-retirement training programs. It operates via five Directorate Resettlement Zones, one in each military command, and is led by a Major General. DGR training programs cater to officers, personnel below officer rank (PBOR), including JCOs and other ranks, and widows of ESM. Conducted in collaboration with government, semi-government, and private institutions, these programs are regularly updated to align with industry requirements and improve employment opportunities.

Table No.1.2.: Timeline of Directorate General Resettlement (DGR)

Sl. No	Year	Description
1	Sep 1919	<i>British government sets up the Indian Soldiers board to advise on matters affecting the interest of serving, discharged and deceased Indian soldiers predecessor to DSSA&B.</i>
2	Mar 1951	<i>Post Jammu and Kashmir operations of 1947 - 48 the board were renamed as Indian soldiers, sailors and airmen board. Small cell was established at Adjutant General's branch at Army headquarters to address resettlement issues of disabled soldiers and war widows.</i>
3	Jan 1968	<i>Directorate General Resettlement was established with assigned role of welfare and rehabilitation of Ex-Servicemen, widows and dependents.</i>
4	May 1975	<i>The board re-designated as Kendriya Sainik Board as an inter service organisation under the Ministry of Defence.</i>

Table No.1.2.: Timeline of Directorate General Resettlement (DGR)

Sl. No	Year	Description
5	Apr 1982	<i>The secretariat of Kendriya Sainik Board placed under direct administrative control of Directorate General Resettlement, along with supervisory role on the work of secretary Kendriya Sainik Board and the secretariat.</i>
6	Jan 1991	<i>Operating under the Directorate General Resettlement, Directorate Resettlement Zones created in each Command Headquarters of the army, to interact with states and active formations, as also be advisors to GOC - In - C on ESM matters.</i>
7	Sep 2004	<i>A Department of Ex-servicemen Welfare created in Ministry of Defence to give focused attention to welfare programmes for ESM and their dependents.</i>
8	Jan 2009	<i>Directorate General Resettlement, Kendriya Sainik Board and Ex-Servicemen Contributory Health Scheme became attached offices of Department of Ex-Servicemen Welfare, Ministry of Defence</i>

Source; <https://dgrindia.gov.in/Content2/about-us/about-dgr>

1.4.3. Training and Development Activity Undertaken by the Directorate

The Directorate General Resettlement (DGR) is assigned with the grave mandate of equipping retiring service personnel, ESM, and the widows or dependents of deceased soldiers with the important skills to pursue second careers. The important function of the DGR is to ensure their smooth resettlement into civilian life. To this end, a wide range of training programs is conducted in association with government bodies, semi-government institutions, and reputed private institutions across the Nation.

while the resettlement training programs cover a broad range of disciplines, they are strategically designed to emphasize skill development in areas aligned with evolving industry demands. In order to ensure transparency and ease of access, the training program is updated in the website annually. In addition to this the training schemes are categorised into three groups based on the retirement rank thereby enabling targeted support tailored to the varied backgrounds and aspirations of the beneficiaries.

(a) Officers' Training: Within the final two years of service for active officers and within three years after retirement or up to 60 years, whichever comes first, for retired or released officers. The training is conducted under an *Memorandum of Understanding (MOU)* with prestigious training institutions such as *Indian Institute of Management (IIM)*, *Management Development Institute (MDI)*, *Indian Institute of Foreign Trade (IIFT)*, and others. Serving officers who are undertaking relocation training are allowed to remain on duty for a maximum of six months, but they are not authorized to travel on a railway warrant and are not paid a daily stipend. 40% of the course tuition is paid by the officers, with the government covering the remaining 60%.

(b) Training for JCOs/OR: For those who have served as JCOs/OR or their equivalent in the *Indian Navy/ Indian Air Force (IN/IAF)* during the previous two years. They are entitled to receive pay and benefits while training since they are deemed to be on temporary duty. The government covers the entire cost of the course.

(c) Employment Directorate: DGR is the point of contact for registering active Class I Gazetted Officers and ESMs (Officers) in the Armed Forces for job openings. To receive future benefits of DGR schemes, active commissioned officers can register online at the DGR website. JCOs and ORs must register for reemployment at the closest Zila Sainik Boards. To increase job opportunities for former service members, the Employment Directorate engages with the business community and organizations such as Federation of Indian Chambers of Commerce & Industry (FICCI) and The Confederation of Indian Industry (CII). Every former military member listed with Joint Director Employment is sponsored in response to requests from different government agencies and the civil sector.

(d) The Self Employment Directorate is in charge of hiring and managing ESM Coal Loading and Transportation Companies, providing Tipper Attachment to widowed and disabled ESM, issuing Eligibility Certificates for Oil Product Agency Allotment, sponsoring the COCO Scheme and CNG in the National Capital Region, and sponsoring the allocation of Mother Dairy Outlets and Safal Outlets for Retd JCOs/OR and their equivalent in IN/IAF.

1.4.5 Army Placement and welfare cell

The Army Placement and Welfare Cell (APWC), under the Directorate General of Resettlement (DGR), facilitates the seamless transition of retiring and retired Army personnel into civilian employment. It connects Ex-Servicemen (ESM) with opportunities in government, public sector undertakings (PSUs), and private industries. The APWC provides career counselling, job placement support, and skill enhancement programs to improve employability. It collaborates with organizations to identify job opportunities and conducts job fairs, recruitment drives, and corporate engagement initiatives. Additionally, it ensures the welfare of Army veterans and their dependents by assisting them in accessing government schemes and entitlements.

The Army organization is similar to a very intricate company, and like any other business, it must be managed properly and efficiently. In almost every industry where the corporate world needs qualified labor to run a successful firm, the AWPO can supply it. Following is the example of job role provided by the AWPO based on their rank.

Table No.1.3: Job Prospect Provided by The Army Welfare and Placement Organization (AWPO)

Sl. No	Rank Category	Name of the Job roles
1	OFFICERS	➤ Senior Executives / Administrators / Manager HRD / Personal / Systems / Production / Works. ➤ Managers – Hotel, Clubs, Estate, Project, Operations, Transport Fleet. ➤ Senior Technocrats – Electrical, Mechanical, Civil, Telecommunication, Computers. ➤ Security Officers, Food Inspectors & Preservators. ➤ Lawyers, Doctors, Dentists, Academician. ➤ Women Officers qualified and handling – Telecommunication, Civil, IT & other Technical jobs, Administrative & Managerial Officers, Event Management, Legal appts and many such other specialised fields.
2	JUNIOR COMMISSIONED OFFICERS (JCOs)	➤ Middle Level Managers – Security Officer, Transport Fleet, Communications, Estate. ➤ Supervisor – Security, Communications, Workshop, Hostel, Estate. ➤ Store-in-Charge, Fire Fighting, Computer Operator / Programmer. ➤ Office – Supdt, Assistant, Clerk, PA, Steno
3	PERSONNEL BELOW OFFICERS RANK (PBOR)	A. Engineering Trades ➤ Draughtsman / Surveyor – Trigs, Field, Auto Carto, Topo. ➤ Overseer – Electrical, Mechanical, Buildings & Roads. ➤ Mechanic – Refrigerator, Motor Vehicles, Heavy Vehicles, Instruments, Engineering Equipment, Machinist. ➤ Electrician – Engineering Equipment, Motor Vehicles, Heavy Vehicles, Aviation Aero Engine / Avionics. ➤ Helio Worker, Photo Writer, Welder, Tin & Copper Smith, Brick Layer, Painter & Decorator, Limb Maker, Tool Maker, Armourer, Pattern Maker. B. Telecommunication Trades ➤ Operator – Cipher, Radio, Line Equipment, EPABX, Generator, Line Test Recorder. ➤ Telecom Mech – Electronics Systems / Radio, Generator, Radar. C. Clerk ➤ General Duties, Store – Control / Provisioning, Postal, PA / Steno Medical Trades. ➤ Assistants – Nursing, Laboratory, Blood Transfusion, X-Ray, Health, Operating Room,

Table No.1.3: Job Prospect Provided by The Army Welfare and Placement Organization (AWPO)

Sl. No	Rank Category	Name of the Job roles
		Special Treatment, Psychiatry, Ambulance, Dental. ➤ Radiographer, Dental Hygienist, Pharmacist, Laboratory Technician, Nursing Technical. D. Other Technical Trades ➤ Technician – Ammunition, Petroleum. ➤ Catering – Supervisor, Staff, Cooks, Waiters, Baker, Butcher, Masalchi. ➤ Carpenter, Blacksmith, Painter, Tinsmith, Tailor, Washerman, Safaiwala, Saddler, Barber, Packer, Kennelman. ➤ Bandsman – Piper, Bugler, Drummer. ➤ Education – Teacher, Translator & Interpreter (Foreign Languages), Physical Training Instructor / Drill Instructor, Religious Teacher. E. Other Common Trades ➤ Security Guards, Peons, Drivers – Heavy / Light / Recovery Vehicles, Fire Fighters, Caretakers – Messes / Guest Houses. ➤ Store Keepers – Armoured Vehicles, Ammunition, General Stores, Clothing, Mechanical Transport, Signals.

Source: <http://www.exarmynaukri.com/>

1.4.6. Sector wise Employment and Overall Strength of ESM

The Union Government reserves a fix proportion of vacancies in different government departments as well as public sector undertakings for Ex-Servicemen (ESM) in order to support their smooth resettlement to civilian life after their retirement. Additionally, the Government also gives age relaxation as well as exemption from few eligibility criteria in order to ensure that retiring ESM, who might not meet the regular age criteria because of their years of service, so that they still have a fair opportunity to acquire employment in the civilian sector

Table No.1.4: Sector wise Employment and Overall, Strength of ESM

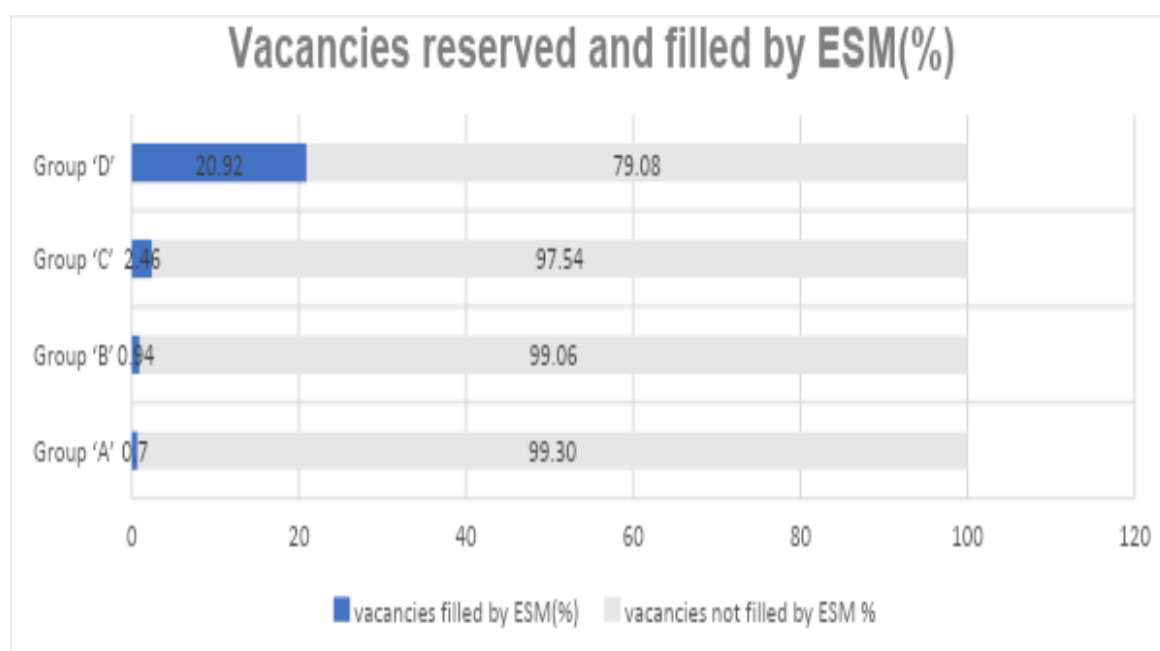
Organisation	Classification of Posts	Vacancies Reserved for ESM	Vacancies filled by ESM	Vacancies not filled by ESM out of reserved vacancies (%)
Central Govt. Depts	Central Govt Depts Group-C	1,35,484	2,496 (1.84)	1,32,988 (98.16)
	Central Govt Depts Group D	253	2 (0.79)	251 (99.21)
Central Public Sector Enterprise (CPSUs)	PSUs Group-C	2,21,402	3,402 (1.54)	2,18,000 (98.46)
	PSUs Group-D	25,474	229 (0.9)	25,245 (99.10)
Banks	Banks Group-C	2,51,100	26,175 (10.42)	2,24,925 (89.58)
	Banks Group-D	1,05,411	27,203 (25.8)	78,208 (74.19)
Central Armed Police Forces (CAPFs)	CAPF Group-A	9,456	66 (0.7)	9,390 (99.30)
	CAPF Group-B	57,887	542 (0.94)	57,345 (99.06)
	CAPF Group-C	8,04,162	2,670 (0.33)	8,01,492 (99.67)
	CAPF Group-D	0	0 (0)	0 (0.00)
Total	Group-A	9,456	66 (0.7)	9,390 (99.30)
	Group-B	57,887	542 (0.94)	57,345 (99.06)
	Group-C	14,12,148	34,743 (2.46)	13,77,405 (97.54)
	Group-D	1,31,138	27,434 (20.92)	1,03,704 (79.08)
Grand Total		16,10,629	62,785 (3.9)	15,47,844 (96.10)

Source: Lok Sabha unstarred question no. 1794 for answer on 21.09.2020

The Table No. 1.4 below highlights category wise vacancies reserved for ESM in various Central and State Government. Out of 16,10,629 vacancies reserved for ESM only 3.9% vacancies were filled by ESM i.e., 62,785 and remaining 96.10% vacancies i.e., 15,47,844 which are reserved for ESM remains vacant.

In group “A” category only CAPF has provided reservation to the ESM and out of 9456 reserved vacancies 66 vacancies are filled by ESM i.e., 0.70%. In group “B” category also CAPFs has reserved 57887 vacancies for ESM and 542 vacancies has been filled by ESM i.e., 0.94%. Similarly, in group “C” category maximum number of vacancies are filled by ESM in banking sector i.e., 10.42% and in group “D” category maximum number of vacancies are filled by ESM in banking sector i.e., 25.80%.

Figure 1.4: **Category wise Placement Percentage of ESM**



Source: *Compiled by the researcher, Secondary data*

The above *Figure No 1.4* depicts that the out of 1,31,138 vacancies reserved for ESM, only 27434 vacancies are actually filled by ESM i.e., 20.92% and remaining 79.08% vacancies reserved for ESM has remained vacant in group “D” category. Similarly, in group “c” category only 2.46% of vacancies reserved of ESM are filled by ESM remaining 97.54% are still vacant. In group “B” category only 0.94% of vacancies are filled by ESM and 99.06% is still vacant. In case of category “A” only 0.70% of

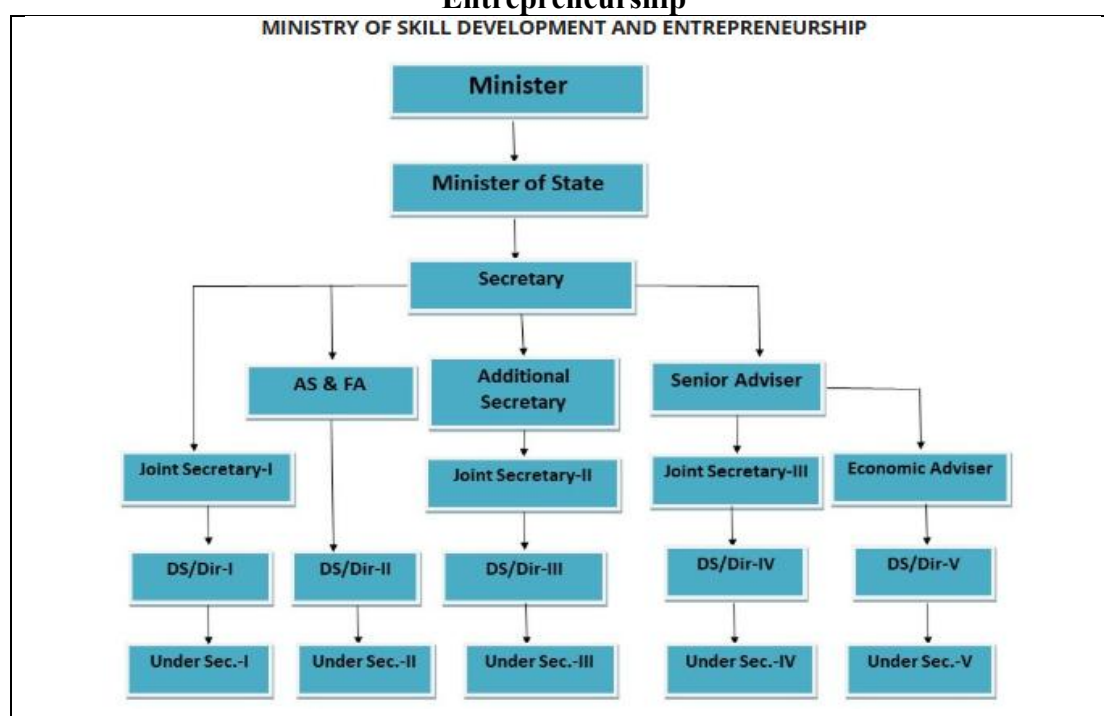
vacancies are filled by the ESM and remaining 99.30% of vacancies which are reserved for ESM remains vacant.

1.5. SKILL ECOSYSTEM IN INDIA

1.5.1 The Ministry of Skill Development and Entrepreneurship

The Ministry of skill Development and entrepreneurship is in charge of organizing all national efforts to develop skills. It also aims at bridging the gap between the supply and demand for skilled labour, developing the framework for technical and vocational training, upgrading existing skills, and fostering innovative thinking in both new and existing jobs. To realize its vision of a "Skilled India," the Ministry seeks to skill a large number of people quickly and at a high standard.

Figure No.1.5: Organisational Chart of Ministry of Skill Development and Entrepreneurship



Source: <http://164.100.65.34/en/about-msde/organization-structure>

The *National Council for Vocational Education and Training (NCVET)*, the *Directorate General of Training (DGT)*, the *National Skill Development Corporation*

(NSDC), the *National Skill Development Fund* (NSDF), 37 *Sector Skill Councils* (SSCs), 33 *National Skill Training Institutes* (NSTIs/NSTI(w)), approximately 15,000 *Industrial Training Institutes* (ITIs) under DGT, and 187 training partners registered with NSDC are its functional arms that support these initiatives. The Ministry also plans to collaborate with the current network of colleges, skill development centers, and other industry partnerships. For multi-level participation and more effective implementation of skill development initiatives, partnerships with pertinent Central Ministries, State governments, foreign organizations, industry, and non-governmental organizations have also been started

Figure No. 1.6: Vision of the Ministry of Skill Development and Entrepreneurship



Source: <https://www.msde.gov.in/ministry>

1.5.1. The National Skill Development Corporation (Nsdc)

The *National Skill Development Corporation* (NSDC) is a not-for-profit public private partnership that is set up in 2008 under the *Ministry of Skill Development and Entrepreneurship* (MSDE) in order to promote skill development in India. Additionally, It also aims to close skill gaps across different industries through large-scale training programs partnering with training providers, academic institutes suiting industry requirements. The NSDC is a catalyst in running government skill initiatives

such as the *Pradhan Mantri Kaushal Vikas Yojana* (PMKVY) and *National Apprenticeship Promotion Scheme* (NAPS), and with it the employability and entrepreneurship shall be improved to the overall economic growth. It also uplifts and support skill training institutes with funds so that multiple sectors do not have a shortage of skilled workers.

NSDC collaborates with *Sector Skill Councils* (SSCs) – autonomous, industry-led bodies responsible for creating the *National Occupational Standards* (NOS) and *Qualification Packs* (QP) for different job roles, resulting in ensuring that the programs for skill development are driven by the industry demand. Under the Background of *Sector Skill Councils* (SSCs) are formed to create appropriate content for training, subcontracting of skill gaps and provide certification for the same to ensure the same quality skill development across diverse industries. As of now, 36 SSCs are functional in India, across sectors like automotive, healthcare, IT, logistics, tourism, construction, and retail. On the flip side, ensuring the training programs match the needs of the company and industry ultimately reduces the unemployment rate by obtaining more jobs and improving the productivity of the respective Business Council.

Figure no. 1.7: SECTORAL SKILL COUNCIL OF INDIA



Source: <https://nsdcindia.org/sector-skill-councils>

The National Qualification Register (NQR) is a single point warehouse of all the qualifications aligned with the *National Skills Qualifications Framework (NSQF)*. It acts as a transparent and credible platform that tags accredited qualifications in terms of competency qualifications and outlines how each qualification can be tested. "NQR acts as a national reference point for employers, training providers and job seekers to ensure that skill certifications are standardized and recognized by industries". Therefore, NQR keeps an organized record of qualifications within its database which aids to elucidate India's impending skill ecosystem, making it convenient for the industry to hire trained professionals and gain access to recognized career pathways for those in the workforce.

The foundation of India's skill development system comprises of three major players NSDC, SSCs, and NQR, which together aim to create a workforce that is competent and prepared for the workforce. By encouraging entrepreneurship, developing industry-relevant abilities, and closing the skill gap across several industries, these programs not only improve employment prospects but also boost economic growth. India is creating a strong vocational training ecosystem that complies with international standards by working closely with stakeholders, enabling professionals and young people to succeed in their jobs.

1.6 STATEMENT OF PROBLEM

As a result of rigorous training, people from across the nation voluntarily enlist in defence services, which they enthusiastically identify with. Performance continues to be the major objective, and the impartial and successful training program, as well as the services' ethics and ethos, are to thank for this. As a result, most military personnel

roughly 60,000 people annually retire before age 60, in contrast to their government colleagues who continue in their positions until that age. After leaving an organization, a serviceman might start looking for other jobs and housing. The dominant culture and mentality outside are quite different from what prevails in the Forces, and they diverge diagonally. Therefore, the Second career option is deemed to be urgently necessary in order to help him adapt to the civilian way of life.

Most of them fall into the younger age range of 35 to 45 and are in need of a second job to support their families. After retiring, the ESM quickly realizes that they lack the training and skills necessary to compete with their civilian market. Because there is no mechanism in place to make him aware of the talectomies from DGR or local Zila Sainik boards in the most remote of areas, servicemen frequently complain that they are not notified of the newest developments or benefits to which they are entitled. He discovers that he lacks the necessary credentials in terms of civil degrees.

The study attempts to map the competencies that the Indian Army has acquired through Pre and post-retirement training that will help them find a second career and the part resettlement infrastructure plays in giving them possibilities for that second career. They make up a talent pool that is extremely valuable, skilled, and committed. The subject of the ex-welfare servicemen also gains increased significance and concern for the entire country because it is believed that their concerns and complaints are genuine.

1.7 PROPOSED CHAPTER OUTLINES

Chapter 1: Background of the Study: In the first part of this chapter, the Rationalisation of the study and the brief method of the study is highlighted. Thereafter, a brief overview of the Indian Armed force and Ex-Servicemen is

highlighted followed by the concept of second career and Resettlement Infrastructure. Lastly, the chapter highlights the statement of problem.

Chapter 2: Review of Literature: This chapter deals with all the reviews of previous studies which are broadly divided into four sub-headings which are- Knowledge and Skill of ESM, The Present resettlement Infrastructure, prospects of Second Career, and the Competency Mapping as a method. The chapter concludes with the brief discussion on the research Gap.

Chapter 3: Research Method: The chapter highlights the statement of the problem followed by the scope of the study. It also includes the objective of the study, a discussion on sample size & Survey design followed by the brief discussion on the Research method.

Chapter 4: Second Career Competency Mapping for Ex-Servicemen: The main aim of this chapter is to conduct the Competency Mapping for Indian Army Ex-Servicemen. It also intends to measure the competency of Ex-Servicemen by the way of *Competency Scores*. It includes the in-depth discussion on the analytical framework used including the conceptual and computational process of Competency mapping along with the research method employed in the study to achieve the objective. The last section of the study includes the result and the discussion of the study.

Chapter 5: Strategize the Second Career Structuring Ex-servicemen: This chapter concentrates on the detailed content search to strategize the Second Career Structuring (*Tracks, Verticals & Horizontal Movements*) for each cluster. The Analytical framework of it includes the method of Identifying the preferred employment, Sector & job role along with the computation and conceptual

framework of the competency-based clustering and Second career structuring respectively. The result and discussion of the chapter includes the result of the competency-based clustering along with the association between competency-based clustering and the Demographic profile followed by the detailed Second Career structuring for ESM.

Chapter 6: Assess the ESM Opinion on welfare & Resettlement Infrastructure: The chapter examines the significance of the Resettlement Infrastructure comprising the Sainik Board, *Directorate General Resettlement* (DGR), and *Army Welfare Placement Organization* (AWPO), in providing the second career option for the Ex-Servicemen through the satisfaction scores. It also brings the analytical framework of computation of Satisfaction scores on resettlement Institutional Infrastructure along with the detailed research method used. The last section of the result and discussion includes the frequency analysis along with the association and the variation on the satisfaction scores based on the retirement rank & Status of Registration.

Chapter 6: Findings and suggestions: The chapter brings out the discussion and objective wise findings. The chapter also brings out the various recommendation & suggestion to the resettlement infrastructure and to the Government as a whole.

Therefore, the Present chapter lays the foundation of the study by presenting an overview of the Indian Armed Forces and the Ex-Servicemen (ESM) as a whole, emphasizing the significance of their skills and the need for structured support in transitioning to a second career. Further, the chapter also introduces the concept of resettlement and the role of institutional infrastructure in facilitating this transition.

However, the subsequent presents a comprehensive review of existing literature relevant to the study. It critically examines previous research under various theme in order to understand the present scenario and to highlight the Existing Gap.

Chapter ~ 2

CHAPTER – 2

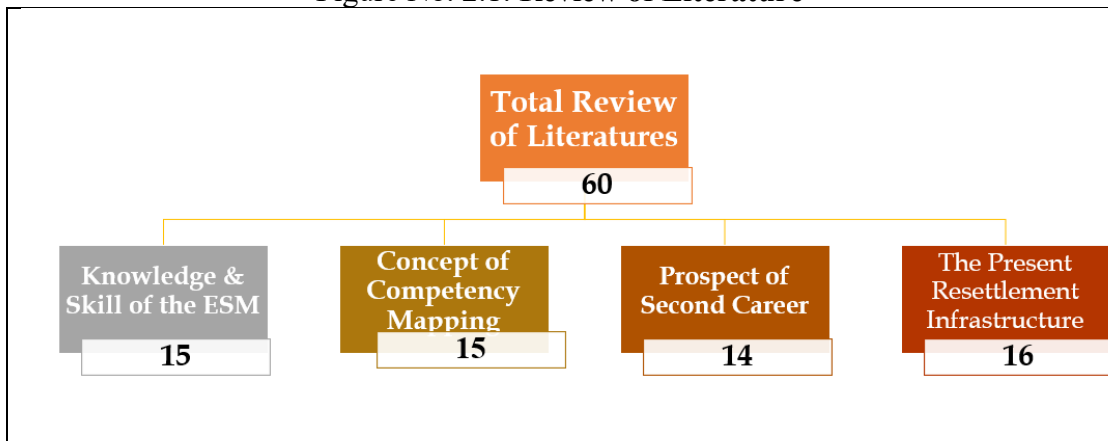
REVIEW OF LITERATURE

2.1 INTRODUCTION

Approximately 70,000 military personnel retire annually before reaching the retirement age of 60, in contrast to their civilian government counterparts who typically serve until the age of 60 (*Maharajan & Subramani, 2014*). Upon leaving the military service, Ex-Servicemen are faced with the challenge of transitioning to a second career (*Yusuf & Minai, 2016; Tripathi, 2016*). The culture and mindset outside the armed forces differ significantly from those within, often presenting a sharp contrast. Consequently, the pursuit of a second career becomes a critical necessity to facilitate a serviceman's adjustment to civilian life (*Sudha, 2018*).

In order to get the knowledge about the existing studies, this chapter seeks to explore the various literature related to the study. It categorizes the literature into four distinct areas: Knowledge and Skill of the ESM, the Concept of Competency Mapping, Prospects of Second Careers for ESM, and Present Resettlement Infrastructure. The summary of the detailed review of literature is presented in the graph.

Figure No. 2.1: Review of Literature



Source: Compiled by Researcher

2.2 REVIEWS OF LITERATURE

2.2.1 Reviews Pertaining to the Knowledge and Skill of the Ex-Servicemen

According to McQuaid and Lindsay (2005), the Confederation of British Industry defines employability as the possession of the skills and knowledge necessary to adapt to evolving demands from both customers and employers, while also realizing one's full potential.

In the context of Ex-Servicemen, employability refers to the skills that assist them in securing a second career following retirement. These skills are often acquired through pre- and post-retirement training, which equips them for the civilian job market. The following literature discusses the expertise and skills of Ex-Servicemen in this regard.

Soproni, Z. (2023) the study attempts to study where the human abilities are more essential. Additionally, the study also seeks to examines the ideas of employability skills, soft skills, and 21st century skills. It contextualizes Employability skill training and progress in higher education, particularly from a labour market outlook. The idea behind generating and executing

employability skills modules in higher education is observed. The study further provides suggestions to the different stakeholders namely instructors, students, employees, and higher education institutions based on the literature.

Fajaryati et. al, (2020) The study is carried out using a three-stage mapping approach and Systematic Literature Review (SLR): planning, carrying out, and reporting. The primary sources for the literature reviews used in this study were IEEE, Springer, and Science Direct. The findings of the literature review's analysis demonstrated that employability skills which include problem-solving, teamwork, communication, and technological proficiency are necessary in light of future job demands as perceived by employers.

Dhaka et al. (2020) The research has both qualitative and quantitative components. It is being done to find the discrepancy between the skills that veterans have obtained and the skills that are currently needed in the service industry. The study tries to determine the function that the Army Placement Agency (APA) and Directorate General Resettlement (DGR) have in developing these competencies through training. The responses were gathered from 61 HR managers in the service industry and 61 ex-servicemen for the comparative study. The study's findings indicates that there is a discrepancy between the acquired competences and the necessary competencies when the data were evaluated using descriptive statistics. According to the report, the DGR and APA should revamp the training programs they offer. They should also conduct competency mapping of the Ex-Servicemen in-order to know whether their competencies are enough to acquire a job or not.

Sharma and Jain (2020) The study is conducted in order to identify the resettlement related problems of Ex-Servicemen. The study also attempts to explore the factors which are responsible for the resettlement and the factor which hampers the process of Ex-Servicemen after retirement. The study is conducted on a PAN India basis and it was conducted for all three services of the Armed force i.e., Army, Indian Navy, and Indian Air force. The online questionnaire is floated on the popular web of the Ex-Servicemen and 500 Ex-Servicemen from 25 States of the Country volunteered to participate in the survey. The study reveals that most of the Ex-Servicemen join the Armed force at the young age of 18-21 years and retires at the age of 30-40 years just after completing their school education (i.e., Class 10). The study further reveals that Ex-Servicemen with higher education, networks and awareness of government policies are likely to resettlement easily. However, factors such as the poor implementation of the rules and lack of skills to fit into the civilian market create problems in the resettlement of Ex-Servicemen.

Poduval et al. (2016) The study focuses on the issues that Ex-Servicemen face after they retire. It seeks to investigate various problems encountered by Ex-Servicemen in the areas of career, social, and personal adjustment to civilian life after retirement. The study employs convenient sampling and a semi-structured telephonic interview. According to the study's findings, Ex-Servicemen face a variety of issues, including a shift in perception, more leisure time, a lack of facilities, and a lack of fitness on both a personal and professional level. ESM faces issues such as low pay, a lack

of education, and a lack of exposure to technology. However, an ESM faces numerous social problems, such as a lack of social connectedness, social order, and safety and security. The study also recommends multi-skill training, improvement in resettlement facilities and opportunities for higher studies.

Yusuf and Minai (2016) The purpose of the study is to investigate the effects of pre-retirement entrepreneurial and vocational training on the entrepreneurial knowledge and abilities of Nigerian military soldiers who are about to retire. Additionally, it looks at what influences the career paths of Nigerian military retirees after retirement and theorizes how the ideas of the theory of expectation encourage people to do something after retirement, particularly starting their own business. The researchers employed the census sample method in this study, distributing 620 questionnaires to retiring military members enrolled in the Center's pre-retirement entrepreneurial and vocational training program courses. Secondary data was obtained from pertinent publications and periodicals. According to the study's findings, the majority of departing employees express a desire to start their own agriculture business. This could be because they lack the necessary skills or feel the need to take advantage of the easily accessible market.

Gardner (2013) The British Indian Army's morale and discipline during World War I in Mesopotamia are examined in the article "Morale and Discipline in a Multi-ethnic Army: The Indian Army in Mesopotamia (1914–1917)." The secondary sources of information used in this article include books, journals, articles, and websites. It talks about how the tacit agreement between Indian soldiers and the

army's leadership structure was severely strained in the early years of the war due to logistical failure, significant fatalities, and the need to combat an Islamic adversary. In order to avoid service, more and more Indians turned to suicide and desertion by 1916. British political and military leaders made a determined effort to uphold the terms of the implicit contract, which included the maintenance of ethnically homogeneous units commanded by British officers with highly specialized linguistic and cultural knowledge. This helped to boost Indian morale in 1917, in addition to Britain's increased investment in the campaign in Mesopotamia.

Jayaswal (2013) The articles examine obstacles in the way of rehabilitation and resettlement efforts. It also aims to draw attention to flaws in the legislative framework and attempts to investigate some beneficial procedures that might make resettlement and rehabilitation efforts successful. The study is exploratory in nature and conducted using various secondary data and available literature on the internet. The article reveals that the word "resettlement and rehabilitation" refers to more than just a move. The success of the resettlement and rehabilitation programme cannot be defended solely by the compensation being paid. Institutions must develop in order to safeguard and strengthen individual rights.

Wisecarver et al. (2011) enations to improve the Army leader's capacity. The literature on leader influence, influence-related KSAOs, and training techniques that could be used to create these KSAOs was studied in relation to the current academic and military literature. Other literatures were also evaluated, including those on social capital, power, influence techniques, persuasion

tactics, and impression management. The report's conclusions show that there are intricate connections between power, influence strategies, and influence results. Hard influence strategies (coalitions, pressure, and legitimation) are more likely to produce compliance in terms of results (i.e., compliance, commitment, and resistance). Conversely, soft tactics in particular, consultation, inspiring appeals, and logical persuasion are more effective at influencing people and are accountable for greater

Chowdhury (2011) The article brings out the difference between rehabilitation and resettlement in the context of natural disasters. The articles also discuss the proper methods for rehabilitation and resettlement as well as safety measures to take. According to the study, rehabilitation is the process of returning something to its original state, whereas resettlement is the act of moving to a new place. A person's entire way of life is upended by resettlement, according to the study. The shocks that meaninglessness and emptiness have brought into their life are too much for most individuals to bear.

Johnson and Kawachi (2007) The study is conducted to examine the employment opportunities challenges in older age due to changes in employment. The study compared wages, benefits, and other job attributes for adults aged 45 to 75 who changed jobs between 1986 and 2004 using data from the Health and Retirement Study. The study asserts that older people who work voluntarily after retirement may have a more difficult time finding new employment than displaced older workers. According to the findings, employment changes based on reasons for working differ between the two groups. Even though these post-retirement jobs did not pay well on average,

the study found no reason to be concerned about their quality. There is also less stress, and more schedule flexibility, and over 90% of retirees said they were satisfied with their job. Comparisons of pre- and post-retirement jobs indicate that retirees use their final jobs as stepping stones to complete withdrawal from the labour force, working in less demanding but more fulfilling positions.

Stothard and Nicholson (2001) The goal of this effort is to forecast training needs by improving our understanding of skill acquisition and deterioration (retention). Additionally, it aims to create the instruments necessary to predict skill levels offered by different training regimens. It has been demonstrated that the depiction of skill acquisition and retention in training resource models significantly affects model outcomes. Therefore, a grasp of how proficiency is gained and lost (skill acquisition and retention) is at the heart of any modeling attempt. According to the report, a number of important R&D programs are required. Additionally, a substantial time and financial commitment from the Army, DSTO, and other research institutions is required. The study also shows that in order to develop more successful training regimens; army training planners need be given information on how individuals and teams learn and forget.

Mangum & Ball (1989) The study is an attempt to examine the transferability of occupational training skills provided by the military to the civilian sector. The Researchers has utilized data from the National Longitudinal Survey Youth Cohort, that includes a stratified sample of almost 13,000 young men and women with the age group 14-21 years. The findings suggest that the

transfer of skills from military training to civilian employment is significant. Furthermore, it is observed that those who have received military training is more likely to gain second employment after their retirement in civilian job market

Singh (1985) The study is undertaken to study the resettlement-related problems of those who have retired in the rank of officer. The author attempts to emphasize that military service is no longer a moral obligation or something done part-time; it is now considered a full-time profession. According to current changes in the nation's ideology and social structure, youth from middle-class families who join the armed forces have no other options for a living. Based on data analysis, it is witnessed that our officers after retirement are unable to transition into another career. While they face many professional challenges as they settle into this new role, they must also adjust to a new type of environment.

2.2.2 Reviews Pertaining to the Concept of Competency Mapping

Competency mapping is the method of recognizing the key competencies required for specific roles and functions within a business or organization. It is a critical practice that plays a significant role in organizational success. In a well-managed organization, each role should be clearly defined, along with the specific competencies necessary to perform the role effectively. Competency mapping involves analyzing an individual's strengths, weaknesses, opportunities, and threats (SWOT) to gain a deeper understanding of areas where their knowledge and skills can be enhanced, aiding in their professional development (*Pargaonkar & Yadav, 2022*).

In essence, competency mapping defines the tasks and responsibilities of each role and outlines the competencies required to fulfill them (*Pargaonkar & Yadav, 2022*). This process is not limited to current employees but can also be applied to Ex-Servicemen or job seekers in general, helping to highlight the skills that would make them valuable to future employers. By identifying these competencies, individuals can better align themselves with the demands of the job market.

de Souza et. al. (2024) To map the primary health care nurses' competencies in the Brazilian and Paraguayan border regions, the study identified five specialized competencies and twenty-eight general competences that are necessary for working in these locations. The finding of the study reveals that there is a deficiency in the education and training.

Shalini (2024) One of the most important tools for matching organizational goals with individual skill sets is competency mapping. Organizations are always challenged to improve employee performance in the quickly changing business environment of today in order to stay competitive and accomplish their strategic objectives. With 217 respondents, the study focuses on competency mapping in HYUNDAI WIA. The purpose of the study is to draw attention to specific behavioral traits that affect competency mapping performance. A significant portion of behavioral traits that improve competency mapping's effectiveness as an organizational strategy tool are included in this study.

Kaur et. al (2023) The main purpose of the study is to assess the proficiency levels of IT staff at different management levels. The aim of this study was to understand how competence mapping is used to analyse the skill sets of different individuals in order to form the most cohesive team and produce work of the

highest caliber. Approach, methodology, and design: The study examined how competency mapping affects different HR procedures, such as talent acquisition, induction, training and development, assessment, etc., and involved 548 IT workers in total. When comparing lower and higher levels of management, the study found that medium-level managers had more talent than expected. Employees at various management levels also differed significantly from one another.

Pargaonkar and Yadav (2022) In order to demonstrate the importance of competency mapping as a tool for career planning in the education institute, this study has reviewed earlier studies. As a tool for career planning, competency mapping of employees is presently conducted by firms using a variety of ways. The study has included 30 studies in the area of competency mapping. It has been noted from the aforementioned literature study that only a small number of scholars have engaged in primary competency mapping research. The effectiveness of competency mapping in performance enhancement has been the subject of some studies. Some studies are carried out for a particular industry, such as the IT, automotive, pharmaceutical, or service sectors. The primary research on competency mapping in the educational field has only been done by a few numbers of researchers. According to research on competency mapping, students' employability skills for landing a job were determined by competency mapping, which also revealed any competency gaps.

Saikumari et al. (2021) The study is descriptive in nature. In the article the researchers have made an attempt to check the level of competency that

an employee has and to evaluate the impact of training on behavioural and functional competencies. The research has been conducted on the employees of tube investment of India through the structured questionnaire. The study has utilised spearman correlation. In order to ascertain the relationship between the training's content and coverage and the faculty's efficacy, a Spearman's rank order correlation was performed. The training title's substance and coverage and the effectiveness of the faculty are significantly correlated. It is discovered that the vast majority of respondents fall into the category of work level 1 (Individual contributor), while the least number do (First-time leader). Employee satisfaction with the training provided on behavioural competencies is higher when compared to the training on functional competencies, it has been observed.

Sunitha (2020) The study asserts that Every profession needs to determine its obligations. For the purpose of fulfilling his or her job role, each person inherits some resources from their own, such as domain knowledge, attitude, and abilities. Therefore, there is a need to develop a scale to evaluate the abilities of university teaching staff. This scale will be useful to institutions in that it will serve as a "Blue Print" for each person's whole behavioural range. It will also serve as a manual for the training of university teaching staff. The study also brings out the importance of competency mapping by explaining its definition and significance in detail. The study emphasises that understanding competence mapping is essential in order to know the influence of competency mapping on the performance of institutions and the competency scale for university teaching

professionals will help to know its impact. Every organization aspires to be a leader in its functional area; hence, every institution should have clearly defined job responsibilities and the competencies required to carry out each duty successfully. With the aid of the University Teaching Competency Mapping Scale, an institution will be able to identify each individual's strengths and weaknesses, assisting stakeholders in the university teaching profession to better understand them and create growth strategies for them.

Velayudhan (2019) The goal of the study is to find any competency gaps between an employee's actual level of performance and their desired level of performance. Researchers have defined 147 competencies under 20 major categories from various dimensions in order to evaluate the competency of the staff at two software companies. The data from the respondents was collected using a simple random technique. To determine the current proficiency levels and the competency gap, tools like the T test were utilized. Since the aim of the present study is to pinpoint areas where IT experts working for two Chennai-area IT organizations fall short in terms of competency. The performance level and gaps have been evaluated across a total of 20 dimensions. It has been discovered that CTS personnel perform at higher levels than those at HCL. In the majority of dimensions, there are large discrepancies among HCL employees. Therefore, there is a need of providing training and personality development classes for the staff, these could be created.

Harraf et. al. (2019) US businesses invested more than 90 billion dollars in staff training in 2017. Despite the tremendous effort, training is typically not considered sufficient since, according to numerous studies, trainees are unable to demonstrate that they can apply the necessary information and skills to their employment. In order to guarantee a sufficient return on their training expenditure, numerous firms continue to search for dependable and efficient training processes. Since competency training identifies the abilities needed for specific tasks and evaluates workforce preparedness based on the required levels of competence, it has emerged as a viable alternative to traditional training approaches.

Carracedo et. al. (2018) Professional and domain-specific abilities must serve as the foundation for curricula created within the framework of the European Higher Education Area. Universities have a lot of expertise helping students improve their domain-specific skills, but cultivating professional skills presents a unique obstacle. This study evaluates the outcomes of a STEM (*science, technology, engineering, and mathematics*) degree program's implementation after four years and offers a model for developing professional abilities globally. Competency maps, which define each competency in terms of competency units, serve as the foundation for the model.

Saxena and Gujral (2018) The article is conceptual in nature and the researcher has made an attempt to go deeper into the concept of competency while also investigating competency mapping as a significant tool for organizational efficiency development and growth stimulation. According to the article, competency mapping is crucial for a business because it

enables detailed, impartial study of its capabilities and identifies the key areas for personnel growth and development. The strategic application of competences aids in fostering the desired organisational culture. Therefore, by recognising and fostering the talents that are essential to the organisation, a company actually makes progress toward boosting staff efficiency, realising its goal and vision, and enhancing overall effectiveness.

Fathima (2016) The process of determining the precise knowledge, skills, abilities, and behaviours needed to function well in a given trade, profession, or work role is known as competency mapping. We create competency maps based on the requirements of our clients. This implies that we may either create a competency map that is entirely unique to an organization or we can expand on occupational data or competency maps that already exist. We have developed the most effective method for creating competency maps with current job practitioners thanks to our many years of competency experience, which includes a long history of working with the Canadian pioneers of the DACUM process. Since then, our team has defined the competences of many occupations by collaborating with subject matter experts from many sectors and businesses.

Yuvaraj (2011) The study is carried out with the main goal to identify the technical skills that each person possesses throughout the various departments of a textile machinery manufacturing industry. It also has a secondary objective such as creating a competency calendar for workers in any sector. To determine the employees' training needs inside the firm to make recommendations to the company for improving the working conditions for both employees and the company. The initial step taken by

the researcher was to identify the workforce competencies needed to carry out organizational business tasks. To evaluate, assess, and anticipate the future capability of competencies and take the appropriate corrective/preventive action to either enhance or maintain the current capability, it is vital to map between the targeted vs. actual value of competencies. The study was conducted using a census survey of 1400 workers from various units and departments were counted, including both production-related workers and workers from departments that provide support for production, such as Quality Assurance, Toolroom, Maintenance, etc. The study's conclusions state that competency mapping is one of the most precise methods for defining tasks and behaviours.

Ramakrishnan (2006) The study highlights the concepts and study of Competency mapping. The study also brings the steps involved in the competency mapping. It asserts that the competency mapping is a valuable resource that complements knowledge management and learning organisation projects. Intellectual, managerial, social, and emotional competency are all examples of competence. It also concludes that in contrast to their income, people's bosses are the main reason they leave their jobs. Therefore, competency mapping should be conducted in a regular manner as it reveals a person's strengths and limitations to assist them in better understanding who they are and where to focus their career development efforts.

Curtin (2004) The study is conducted in the year 2001 with small, medium, and big businesses. The study creates a framework for employability skills. The framework and its connections to the Mayer key competencies are explained,

along with the part businesses play in promoting the acquisition of general skills and how employers determine whether workers possess them. The report reveals that it is crucial for businesses to support skill development and evaluate employee capability.

Yedama et al (2001) The study is conducted with the goal to investigate the formalization of competency mapping in Indian organizations. Competency mapping has several advantages, but it has only recently begun to be implemented in Indian enterprises. The study also attempts to understand the concept of competency mapping and its impact. The study is conducted using both primary and secondary data. A quantitative research design with 100 respondents was used in the study. The Study asserts that Employers can use competency maps to obtain specific, unbiased information that can be used in all hiring choices. In actuality, competence is a behavioural and observable skill that is to some extent informed by a conceptual view.

2.2.3 Reviews Pertaining to the Prospect or Opportunities of Second career for ESM

A second career for Ex-Servicemen (ESM) is not solely dependent on their competencies but also on the opportunities and prospects available to them. The government has reserved a number of positions for ESM across various public sector undertakings (PSUs) and public banks, covering all groups, including Group A, B, C, and D. Additionally, the private sector also offers various opportunities that can be effectively filled by ESM after their retirement. ESM represent a

highly skilled and knowledgeable workforce, well-equipped to perform in the private sector.

This section of literature compiles various studies on second career prospects and opportunities for ESM. The following is a review of key studies conducted on this topic.

Volman and Cornelissen (2023) This study examines the coping mechanisms employed by second-career teachers (SCTs) during their initial one and a half years of training, with an emphasis on how they see the value and development of these mechanisms. The results show that SCTs mostly used interpersonal and intrapersonal approaching techniques, while avoiding techniques also helped them deal with the challenges of teaching. The study emphasizes the necessity of promoting interpersonal techniques to strengthen the social support systems of SCTs.

Ruitenburg and Tigchelaar (2021) Second-career teachers are different from first-career teachers in a various way, as per the research on Alternative Certificate Programs for secondary education. The findings for the study reveal that the, there is a need of induction support, particularly for teachers in their second careers. Therefore, it is determined that recognizing the needs and contributions of teachers in their second careers will advance the number, caliber, and general development of schools.

Sharma and Jain (2021) The study is conducted to look into the ESM's resettlement and integration issues. In addition to that it also checks "Enablers" and "Barriers" in the process. The study was conducted with

the those who have retired below officer rank using online survey. The finding of the study revealed that majority of the ESM could not find job after retirement. The resettlement institutions are ineffective and incapable in helping them resettle.

Jafri and Aziz (2021) Using causality and counteraction analysis, this article attempts to investigate the effect of employment levels on GDP in Pakistan with the study period 1994-2019. Additionally, it offers the estimates of output elasticities for each sector in relation to employment. The results of the study reveals that the employment and GDP had a positive and statistically significant long-run association with macroeconomic factors. However, in order to calculate the output elasticities of employment, a log-log model was utilised. To establish causation, Granger's causality test was applied. The bound test of *ARDL (Auto Regressive Distributed Lag model)* was employed for the counteraction analysis. In Pakistan, the estimated output elasticity of employment is 2.5. Additionally, the findings of the causality test showed that there is a single direction of causality between employment level and total production (GDP).

Nindl et al. (2018) The paper summarizes the round table The performance of Soldiers was discussed at the 4th International Congress The speakers include 10 scientists and the practitioner to represent their views on the domain; Psychological between sex determination and psychological resilience, the contribution of strength and aerobic exercise, heat tolerance, and the nature vs. nurture debate. The discussion asserts that soldiers that are mentally and

physically resilient can perform the work more efficiently and strength training helps soldiers in performance.

Kyröläinen et al. (2018) The study presents the various literature available in the field of the effect of military training on physical performance. The literature is collected from sources such as MEDLINE and Sport Discus engine. Out of 200 articles, 60 articles/literature are selected for the study. The result of the study revealed that Combined endurance and strength training is considered the best method for the improvement of the physical health of the soldiers. It is suggested that military training should be revised and individualized programming should be avoided in order to minimize injuries.

Helpie- McFall and Sonnega (2017) The study compiles a comprehensive literature review in the field of mid-life second careers. The study asserts that there are not many articles on the topic specifically, therefore the study brings out material from those about career, retirement, and encore careers. At first, the author brings the definition of the second career then author discusses the detailed contemporary theoretical research available. The study concludes that Job flexibility and lower stress appear to be the most valued characteristics across all age groups. They are frequently willing to forego higher earnings, benefits, or prestige in exchange for that. However, the individual fit is also a consideration. Several studies have been conducted in which a specific population (retiring) has gone on to do something similar in their second career. This is also true for any population that currently or potentially does not have many job

opportunities. Looking at will provide you with useful information and examples.

Sharma (2015) The study is conducted in order to know the factor affecting occupational stress in the Indian Army. Since the suicidal case of the Indian army is more in the category of junior Commissioned (JCO) or below rank. The researcher has taken 415 soldiers from the JCO category as a sample. The study is conducted using a structured questionnaire to collect the primary data and the data is analyzed using the Exploratory factor analysis and confirmatory factor analysis. The finding of the study reveals that factors such as lack of control, Role conflicts, and workload contributes to occupational stress. Further, the study suggests shifting from the control-based management system to commitment-based management system. The study also appeals to adopt the Sahaja yoga meditation in the Army as the unsatisfied and sick army may cause a negative environment in the workforce.

Karney et al. (2012) Taking into account disparities in age, race/ethnicity, educational attainment, and job, the current study's objective was to evaluate the marriage and divorce status of military personnel and civilians in the years before and after the start of the current wars. The study has utilized data from the DEERS database where Quarterly reports on the complete population of all regular active-duty personnel are included in the DEERS statistics. From 1998 to 2005, we examined all March data on male active-duty service members who were 18 to 41 years old. An annual average of about 1.3 million observations were included in this subsample. In the

addition to this, the civilian data were taken from 1998 through 2005 (March) Current Population Surveys. Males between the ages of 18 and 41 who were nonveterans (never participated in the military), were now employed full-time, worked 35 or more hours per week, and attained at least a high school degree were the only group of individuals included in the data (approximately 12,000 people every year). These findings demonstrate the adaptability of military marriages in general. Service members are more likely to get married than matched civilians despite the constraints of military service and the potential for lengthy separations. Despite recent increases in divorce rates inside the military, service members still do not have a higher divorce rate than comparable civilians.

Brauch and Quick (2007) The study focuses on the top executives' career transitions from a robust governmental organization to a fast-paced business set up. The study discovers a strong support for a career transition model for retired, flag-rank admirals who were in a need to begin a second profession. Mostly, the retired admirals in the study had an easy time adjusting to civilian life. Their modern Second career is linked to internal success, while their conventional career is largely linked to external achievement.

Hutson (2004) The book's thesis is supported by discussions with parents and experts as well as interviews with young people. The reader is left wondering why the different research methodologies were used because the book doesn't give a thorough explanation of its methodology. The book combines changes in community and professional attitudes with advancements in criminal justice legislation and practices to provide a text

that is rich in information about modern juvenile justice. The book brings out that, although institutional provision developed in the nineteenth and early twentieth centuries, the family was always the major centre of care. From this, he draws the conclusion that integration has been a significant feature of British social policy throughout the years, not just in the 1960s and beyond. The book also asserts that the Pension reforms in these nations reflect the institutional frameworks of their current pension systems, despite the fact that they face largely comparable labour market difficulties. Additionally, they contend that compared to multi-pillar systems, social insurance pensions are better prepared to support caregivers and atypical workers.

Hathni (1990) The article discusses the goals and procedures of programmes for rehabilitation and resettlement, which have implications for social, economic, and cultural factors. According to the article, social issues must be taken into consideration during any resettlement process, with a focus on socioeconomic and cultural factors. To put it another way, no rehabilitation programme involves handing out cash rewards and abandoning displaced people to their fate. Instead, it is a human relocation programme with implications for society, the economy, and culture. The paper also emphasizes well-planned execution and oversight are necessary for a successful relocation. Typically, government-delegated organizations handle monitoring.

Lieberman and Lieberman (1983) The findings of 70 interviews with people between the ages of 50 and 87 who quit their previous jobs to pursue second careers as

artists or craftspeople selling their creations at arts and crafts fairs are presented in this study. The majority said they were personally satisfied with their second Career because they were creative, independent, and in charge of their work, and they enjoyed the friendship that forms between artists of all ages. They also saw their previous jobs as lacking in creative fulfilment. Almost all stated that high levels of marital happiness were the outcome of successful participation in the fairs, which required cooperation with spouses.

Hochschild and Machung (1989) The study aims at checking what actually happens in the homes of two-career parents at the end of the "work day." The study finds that the working mother is the one who chooses to work the second shift the most. In just 20% of dual-career households, finds that men and wives divide household chores evenly. In an effort to maintain harmony, many women tolerate this unfairness, but as a result, they frequently have chronic fatigue, decreased sex drive, and increased disease.

2.2.4 Reviews Pertaining to the Present Resettlement Institutional Infrastructure

The responsibility for resettling Ex-Servicemen (ESM) falls under the combined power of the federal government and state governments, following the resettlement framework currently in place in India. The following literature examines the current resettlement infrastructure in the country.

Sudha (2018) The study's objectives are to assess the level of human resource capital utilization of ex-servicemen in India, analyze their registration for re-employment and placement in specific years, investigate sector-by-sector re-employment of Ex-Servicemen in India, look at the positions kept for Ex-

Servicemen, and determine the number of positions filled by the central government. In this study, Secondary data is from Government organizations, Websites, Periodicals, journals etc is used. The Data analysis is done through descriptive statistics i.e., percentage analysis, average, graphical representation etc. According to the report, the number of ex-servicemen is rising year, and more people are signing up for jobs, but the real rate of reemployment is quite low. The potential of Ex-Servicemen is not being utilized by the state or the central government.

Tripathi (2016) During their time in duty, Ex-Servicemen typically only interact with their close relatives. They find it difficult to reintegrate into society after retirement. Military retirees' financial status, time availability, relationships with society, family life, and physical and mental health are all significantly impacted by retirement. For Ex-Servicemen, adjusting to retirement life with fewer means may be a little challenging. Determining the retirement adjustment of Ex-Servicemen and comparing it among them based on retirement-related criteria such mode of retirement, time since retirement, and rank at retirement time were the goals of this study. 60 non-officer Ex-Servicemen's responses were gathered and examined. Based on retirement-related factors such the manner of retirement, the amount of time since retirement, and the rank at the time of retirement, the results showed no discernible changes in the Ex-Servicemen's retirement adjustment measure.

Sudha (2016) Every year, a large number of Indian military personnel retire from the army, navy, and air force. However, these resources are underutilized,

particularly at the age when they are most productive. The government invests millions of rupees annually on military training, which has given all Jawans a wide range of talents to use while serving. They are also very disciplined, have excellent leadership abilities, and are committed to their duties. They typically retire in their 30s or 40s, and if they are not continuing in their line of work after retirement, the technical and social skills they learned in the military will be wasted. The purpose of the study was to examine India's Ex-Service resource management. According to the needs of the study, secondary data and information were gathered from the necessary sources, including books, documents from different ministries, departments, and organizations, articles, papers, journals, and websites. According to the survey, veterans are not contributing much to the development of the nation and their significant potential is not being utilized. The state and society suffer significant financial losses as a result of the government's inability to hire these veterans

Taneja (2016) The study aims at determining the HR requirement in the Indian corporate sector in terms of both numbers and competencies. The study also. A cross-sectional research design is used. The first sampling design consists of 526 sample from three category of population. Firstly, ESM secondly the retired and re-employed soldiers of defense service corps (DSC) and thirdly the soldiers from regular army (RA) who have been examined as a part of primary data. As a second sampling frame, 42 entitles from corporate sector to cover 21 high employment growth sectors to cover the 21 high employment growth sectors identified by National Skill Development Corporation (NSDC) were also surveyed in order to

arrive at their HR requirement. The study reveals that there is a global HR shortage of skilled manpower with employers finding it difficult to get the right people to fill jobs. The resettlement apparatus is presently unable to meet the aspirations of the ESM in terms of initiating them into a second career in the corporate sector. The resettlement endeavor so far seems to be a parochial Army effort rather than a national commitment though several steps are now being taken by the government through alliances with industrial conglomerates.

Sudha (2016) The study was conducted in order to investigate the potential of Indian ex-servicemen as human resources and to analyze the waste of these resources and the resulting economic effects from both a personal and a national standpoint. In this study, the researcher has focused on the human resource aspect unlike in other studies wherein the focus is on the resettlement problem of Ex-Servicemen. The purpose of the study was to investigate the human resource capacities of former service members and to examine the waste of these resources and the resulting economic effects from both a personal and a national standpoint. The study was carried on using secondary data such as journal, websites, articles etc. Owing to the nature of the job, military people are the ones who retire at the very early age as compared to their counter parts as their job is such in which only the young and fresh soldiers can perform at their peak efficiency. However, this early retirement becomes the reason for the streams of both financial and mental problems. Since Ex-Servicemen are the unique group who are well trained, discipline and dedicated towards duty the arrangement for their resettlement can be

made in order to tap this highly capable human resource, moreover this will also make the defence sector attractive. Even from National perspective, there is significant economic impact of human resource waste on Ex-Servicemen. The central and state is unable to employ these Ex-Servicemen who are at employable age. Central have already spent huge cost on their training if they are not employed again than the money spent would go wasted.

Taneja (2016) The study aims at determining the HR requirement in the Indian corporate sector in terms of both numbers and competencies. The study also. A cross-sectional research design is used. The first sampling design consists of 526 sample from three category of population. Firstly, ESM secondly the retired and re-employed soldiers of defense service corps (DSC) and thirdly the soldiers from regular army (RA) who have been examined as a part of primary data. As a second sampling frame, 42 entitles from corporate sector to cover 21 high employment growth sectors to cover the 21 high employment growth sectors identified by National Skill Development Corporation (NSDC) were also surveyed in order to arrive at their HR requirement. The study reveals that there is a global HR shortage of skilled manpower with employers finding it difficult to get the right people to fill jobs. The resettlement apparatus is presently unable to meet the aspirations of the ESM in terms of initiating them into a second career in the corporate sector. The resettlement endeavor so far seems to be a parochial Army effort rather than a national commitment

though several steps are now being taken by the government through alliances with industrial conglomerates.

Sudha (2016) The study was conducted in order to investigate the potential of Indian Ex-Servicemen as human resources and to analyze the waste of these resources and the resulting economic effects from both a personal and a national standpoint. In this study, the researcher has focused on the human resource aspect unlike in other studies wherein the focus is on the resettlement problem of Ex-Servicemen. The purpose of the study was to investigate the human resource capacities of former service members and to examine the waste of these resources and the resulting economic effects from both a personal and a national standpoint. The study was carried on using secondary data such as journal, websites, articles etc. Owing to the nature of the job, military people are the ones who retire at the very early age as compared to their counter parts as their job is such in which only the young and fresh soldiers can perform at their peak efficiency. However, this early retirement becomes the reason for the streams of both financial and mental problems. Since Ex-Servicemen are the unique group who are well trained, discipline and dedicated towards duty the arrangement for their resettlement can be made in order to tap this highly capable human resource, moreover this will also make the defence sector attractive. Even from National perspective, there is significant economic impact of human resource waste on Ex-Servicemen. The central and state is unable to employ these Ex-Servicemen who are at employable age. Central have already spent huge

cost on their training if they are not employed again than the money spent would go wasted.

Pema et al. (2016) The study looks at how noncognitive abilities affect young job seekers' early career decisions. It also analyzes how personality factors affect military applicants' decisions to choose a civilian or military profession. The researchers took advantage of the fact that many people who first seek for military positions ultimately decide to pursue civilian careers by using a special micro-level data set of US Navy applicants. In this institutional context, job seekers adjust their perceptions about the military job match based on new facts. Personality qualities are seen as productive skills that affect candidates' expectations regarding the financial benefit of the position and the vocational training that the Navy provides. The study indicates a relationship between personality traits, job match expectations, and career choice, and it demonstrates that several of the 15 lower-order personality features linked to the Big Five qualities are predictive of applicants' job choices.

Maharajan and Krishnaveni (2016) The study aimed to determine the key factors that distinguish between veteran groups with higher and lower satisfaction scores, measure the current level of satisfaction among veterans with resettlement facilities, test the level of satisfaction among veterans with regard to their current profession and the impact of their resettlement, and compare the satisfaction levels of veterans with resettlement facilities in developed and relatively underdeveloped regions. Additionally, a validated model for fitting new members was provided. This study examines cross-sectional data with longitudinal components, encompassing veterans released from the IAF during

the past three decades. It is both descriptive and conclusive in nature. There was use of both primary and secondary data. The study's universe consisted of former Indian Air Force personnel. The sampling frames are made up of PBOR IAF Ex-Servicemen from the districts of Coimbatore and Nilgiri in the Indian state of Tamil Nadu. Samples are selected from two sampling frames using stratified random sampling. The study's sample size is 400, which includes 120 from the Nilgiri and 280 from Coimbatore. Books, manuals, guidebooks, articles, and online discussion boards are examples of traditional media from which secondary data is gathered. A statistical package for social science is used to analyze data. ANOVA and the independent T-test were used to evaluate the hypothesis in addition to the profile analysis. The study reveals that ex-servicemen of the Indian Air Force differ with regard to their satisfaction with the resettlement facilities. Further, the satisfaction levels also differ significantly with respects to the present professions and impact of resettlement facilities do not cater satisfactorily to all the veterans. statistical analysis revealed that the overall mean satisfaction score is higher among the ex-servicemen of the developed region (Coimbatore) than among those of the under developed region (Nilgiri).

Tripathi (2015) The study was conducted to know the life satisfaction amongst the Ex-Servicemen. Ex-servicemen are the military retirees who faces transition into civil jobs. They retired at the early age as compared to their counterparts i.e., at the young age of 38 to 54 depending upon the rank. Due to their early retirement, they face lot of financial problems which force them to look for the second career options. The Ex-Servicemen

mostly have to rely on the job which is not highly paid and wherein less skill is required. In this study, the researcher has tried to find out the life satisfaction amongst the Ex-Servicemen after their retirement based on the retirement related variables. The primary data used in this study was gathered from 60 former service members, 45 army retirees, 10 air force retirees, and 5 navy retirees. Since it was difficult to use random sampling because ex-servicemen are dispersed throughout the nation, the researcher employed the opportunity sampling method, which collected responses by administering a questionnaire to Ex-Servicemen in Delhi and the National Capital Region (NCR) in person. With the use of the MS Excel data analysis tool pack, the data was analyzed using the T test and ANOVA. The current study examined three retirement-related parameters: rate at retirement, time since retirement, and manner of retirement. The result reveals that there is no significance difference in life satisfaction of ex- servicemen based on retirement related parameter. In other words, the life satisfaction amongst the Ex-Servicemen is same before and after their retirement.

Bannet et al. (2015) This study aims to investigate factors that are pertinent to retiring military pharmacists' career path transfer to civilian pharmacy. The influence of their military service on their personal and family lives, as well as how they perceive their military experience in relation to the transition to civilian employment, are also examined in this paper. To gather data from retired military pharmacists, the researcher employed a cross-sectional survey. This survey was created to gather information on demographics, military service details, postretirement employment and transition perceptions, satisfaction,

level of responsibility, work environment, rewards (level of monetary compensation, opportunities for professional development and career advancement, health benefits), and supervisory support. Among them were 140 former pharmacists who served in the Coast Guard, Army, Navy, or Air Force. Bureaucracy in the current position, time since retirement, how much a person misses the military's command structure and chain of command, access to military facilities and Veterans Administration benefits, and reporting little to no stress in committed long-term personal relationships while in the military are all factors that have been identified as significant predictors of transition to civilian life. The majority of former military pharmacists, according to the researcher, found that moving into the civilian workforce was not too difficult at the time.

Maharajan and Subramani (2014) Ex-Servicemen retire early as compared to other Government employees. This early retirement brings several financial and non-financial problems to Ex-Servicemen. Since Ex-Servicemen spent most of their lives isolated from the mainstream they face enormous problem after their retirement. Therefore, the study is an attempt to study the resettlement related problem of the Air Force veteran from the rank category personnel below officer rank. The study collects the primary data from the two states of Tamil Nadu: Coimbatore and the Nilgiris both representing developed and under developed region. The study uses inferential statistics and develops the inclusive model for the resettlement of Ex-Servicemen

Loughran (2014) Examining the historical time series of unemployment among Ex-Servicemen, the report compares their unemployment rate to that of non-Ex-

Servicemen and looks at how unemployment among Ex-Servicemen changes over time since military separation. In the study secondary data is used collected from Government organization, Websites, Periodicals and journals etc. Data analysis is done through descriptive statistics i.e. percentage analysis, average, graphical representation etc. According to the report, young Ex-Servicemen between the ages of 18 and 24 had an unemployment rate of 29% in 2011. Younger Ex-Servicemen had an average unemployment rate between 2000 and 2011 that was 3.4 percentage points higher than that of younger non-Ex-Servicemen in comparable circumstances.

Alpass et al. (2009) The study aims to investigate the variations in job satisfaction between military and ex-military personnel as well as the role that organizational, demographic, and dispositional factors play in these disparities. 571 New Zealand Army members and 171 former Army people provided the data. In contrast to the ex-Army group, the Army sample gave their jobs lower ratings on these characteristics, according to the results. The study's conclusions also emphasize that in order to increase job satisfaction, "pressure" and "job conflict" should be reduced.

Burton (2009) The study "Military Resettlement; An appraisal of the Opportunities and Practicalities involved" is conducted in order to investigate the opportunities and practicalities that former military people encounter after they retire. It has been noted that the laws of supply and demand may have a greater influence on the employment prospects of former military people than predictions based on aptitude. The researcher has also proposed a thorough plan of action that is required to find employment after retirement.

Green (2003) The purpose of the paper is to investigate whether or not employability is hampered by the labor market, skill requirements, and workforce aging. Before highlighting the implications of these changes in skill needs, the researcher has reviewed a basic descriptive review of a few key data sources. The researcher has also looked at UK labor market trends, including the shifting industrial and occupational profile of employment and the increasing significance of computing, customer service, and teamwork skills. The researcher has emphasized that aging affects people of all ages, not just senior employees. However, it has been discovered that retirements have a significant role in shifting labor demand, helping to provide new employment opportunities in industries that are experiencing decline. It is stated that changes in the labor market trends and the intensification of skills present challenges for all workers, particularly older workers.

Brown et al. (2002) This paper attempts to study the concept of employability. The Researchers have emphasized on the fact that the way employability is defined in official statements is not correct fully because it has ignored the concept of ‘duality of employability’. The existing policy emphasized on employability which is based on the assumption that the individuals’ economic welfare and nation’s competitive advantage depend on the knowledge, skills and enterprise of the workforce. Those with degree-level qualifications are playing important role in managing the ‘knowledge-driven’ economy of the future.

2.3 RESEARCH GAP

1. There are various studies that have focused on the resource management of Ex-Servicemen and the Job Satisfaction between Military and Ex-Military Personnel (*Sudha, 2016*), (*Alpass, Long, Chamberlain, & MacDonald, 2009*). Since, the Competency is the basic and first requirement of getting a job. In addition to this, today's competitive job market requires Competitive human resource. There are various studies where the competency mapping of the human resource is conducted such as (*Pargaonkar & Yadav, 2022*), (*Saikumari, Sunitha, Kirthika, & Lokeshwaran, 2021*). The need and importance are already understood by the Big companies and corporates. They even pay money and hires agencies to conduct Competency mapping. However, the Concept mapping is new in the context of Ex-Servicemen. Only one study undertaken by (*Dhaka, Singh, & Goyal, 2020*) however, the study only focuses on the competencies required to enter service sector. Therefore, the present study is the one for the pioneer in the field which Conduct the competency mapping of ESM.

2. The responsibility of the resettlement of the ESM is handled both by the union and state. There are various national, state, and district level boards where ESM register themselves after their retirement. It is compulsory for them to register themselves in the zilla sainik board of their home town after retirement so that the information of various assistance provided by the government could be communicated. In the previous studies, an appraisal of the Opportunities and Practicalities faced

by Ex-Military after the retirement (*Burton ,2008*) is studied by the various researcher However, the role and performance of these existing resettlement organizations for providing Second Option career has not been studied. Thus, the goal of this study is to evaluate these institutions' historical performance. and the role played by these institutions

3. Studies / Reports (*Brown, Hesketh, & William, 2002*) present a generalized picture on the concept of employability in general however the present study focus is more on the concept of Second career with respect of the ESM belonging to the rank category “Other Rank”. There is a lack of National level study in the area. There are various studies such as study conducted by (*Maharajan & Krishnaveni, 2016*) to check the satisfaction of ESM among the ESM belonging from the state Tamil Nadu. In addition to this there are various national level study for other country such as New-Zealand (*Alpass, Long, Chamberlain, & MacDonald, 2009*) and (*Yusuf & Minai, 2016*) Nigeria. However, there is a lack of national level study conducted taking into consideration the Indian Army Ex-Servicemen.

Following the detailed literature search and extensive review of the existing literatures, the chapter has identified the Research Gap. In the subsequent chapter the detail discussion on the method will be carried on along with objective which will be defined in order to address the identified Gap.

Chapter ~ 3

CHAPTER– 3

RESEARCH METHODOLOGY

3.1 STATEMENT OF PROBLEM

Individuals from all over the nation join the defence services voluntarily, get happily amalgamated into a potent force by virtue of hard training and wholeheartedly identify with the organization (*Sudha, 2016*). Performance remains the main goal and the credit goes to the impartial and effective system of training, ethics and ethos of the services (*Maharajan & Krishnaveni, 2016*). Sincerity, loyalty, dedication, camaraderie and true regimental spirit are some of the hallmarks that keep the “force” ticking (*Sudha, 2016*). Since the nature of the job is arduous and risk-prone, it is imperative to maintain a youthful profile of the organization.

Thus, most of the Armed Forces personnel retire early, an approximate figure of 70,000 every year (*Maharajan & Subramani, 2014*), unlike their government counterparts who remain holding their posts till 60 years of age. Once a Serviceman is out of the organizational umbrella, life begins afresh towards reemployment and resettlement. The prevalent culture and ethos outside are rather different, and diagonally at a variance, from what exists in the Forces. Hence, an acute need is felt for the Second career option to enable him adjust to the civilian way of life (*Tripathi, 2015; Sharma & Jain, 2020*).

Most of them are in a comparatively younger age bracket (35 to 45 years) and need a second career to support their families. The ESM after the retirement soon understands that they are not trained or skilled enough to cope up with the civilian counterparts. Ex - Servicemen often complain that they are not informed of the latest developments or benefits they are entitled to as there is no mechanism in place either from DGR or local

Zila Sainik Boards into remotest of the locations. He finds himself not suitably qualified as far as civil degrees are concerned.

3.2 SCOPE OF THE STUDY

The present study attempts to explore the range of competencies acquired by ESM during their service in the Indian Army, with an intension as to how these competencies can be efficiently leveraged in order to facilitate their transition into a second career. The Indian Army imparts a wide range of technical, administrative, logistical and leadership skills that are highly transferable and relevant to various civilian sectors. These comprises crisis handling, discipline, team coordination, apt decision-making under pressure and also includes specialized training in fields such as engineering, telecommunications and security operations. By systematically, mapping these competencies and aligning them with other prospects in the civilian job market, the study aims to identify *Optimal Career Pathways* for resettlement.

A valuable, coordinated and committed talent pool that remains underutilized is represented by Ex-Servicemen. Notwithstanding their potential, ESM frequently encounter a number of difficulties when transitioning out of the military services, such as a lack of official acknowledgement for the skills they have learned in the military, little exposure to civilian hiring procedures and huge discrepancy between their skills and the jobs available to them. The study emphasizes the significance of institutional and policy-level initiatives targeted at the wellbeing of ESM while acknowledging the validity of these difficulties. Resolving their resettlement issues is a larger public duty that reflects the nation's appreciation and duty to individuals who have served in service, in addition to being a matter of personal rehabilitation.

Therefore, India's national employment and human resource development initiatives must continue to prioritize the welfare and successful reintegration of ESM's.

3.3 OBJECTIVES OF STUDY

1. To develop the Second Career Competency Mapping (Knowledge, Attitudes and Skills) for the Indian Army Ex-servicemen.
2. To strategize the Second Career Structuring (Tracks, Verticals & Horizontals Movements) for the Indian Army Ex-servicemen.
3. To assess the significance of Resettlement Infrastructure for the Indian Army Ex- Servicemen.

3.4 SAMPLE SIZE & SURVEY DESIGN

According to the study objectives, the universe of the study consists of all the Ex-Servicemen from the Indian Army. As per the Answer to Q. No: 223 by Shri *Arun Jaitley*, Minister of Defense (GOI) in 2016-17 session dt: 17th March 2017 in Lok Sabha, the total number of registered Ex–Servicemen in Indian Army state wise is given below the *Table No: 3.1*

Table No 3.1: State Wise List of Total No. of Registered Ex – Servicemen in Indian Army

Sl. No	State / UT / RSB's	No. of Registered ESM in ARMY as on Dec 2016	Percentage of Contribution	No. of Samples
1.	Andhra Pradesh	48,517	2.25	9
2.	Arunachal Pradesh	575	0.03	0
3.	Assam	29,763	1.38	5
4.	Bihar	78,923	3.66	16
5.	Chhattisgarh	5,024	0.23	1
6.	Goa	1,114	0.05	0
7.	Gujarat	21,385	0.99	4
8.	Himachal Pradesh	1,05,052	4.87	19
9.	Haryana	2,52,011	11.68	45
10.	Jammu & Kashmir	73,740	3.42	13

Table No 3.1: State Wise List of Total No. of Registered Ex – Servicemen in Indian Army

Sl. No	State / UT / RSB's	No. of Registered ESM in ARMY as on Dec 2016	Percentage of Contribution	No. of Samples
11.	Jharkhand	20,350	0.94	4
12.	Karnataka	64,280	2.98	11
13.	Kerala	1,35,012	6.26	24
14.	Madhya Pradesh	42,274	1.96	8
15.	Maharashtra	1,47,243	6.82	26
16.	Manipur	7,084	0.33	1
17.	Meghalaya	2,288	0.11	1
18.	Mizoram	5,842	0.27	1
19.	Nagaland	2,506	0.12	1
20.	Odisha	30,460	1.41	5
21.	Punjab	2,70,928	12.55	48
22.	Rajasthan	1,61,792	7.50	29
23.	Sikkim	1,058	0.05	0
24.	Tamil Nadu	1,09,766	5.09	20
25.	Tripura	1,980	0.09	0
26.	Telangana	21,149	0.98	4
27.	Uttar Pradesh	2,93,523	13.60	52
28.	Uttarakhand	1,18,555	5.49	21
29.	West Bengal	54,695	2.53	10
30.	A & N Islands	404	0.02	0
31.	Chandigarh	6,882	0.32	1
32.	Delhi	42,948	1.99	8
33.	Pondicherry	1,231	0.06	0
Total		21,58,354[#]	100	387^s

Source: <https://www.indiastat.com/table/crime-law/state-wise-number-ex-servicemen-india-december-201/67912>

The sample size is determined with the help of Rao soft sample size calculator with population size of 21,58,354 at 95% of Confidence Level, the adequate sample size is 387. Further the sub set of samples are decided by the percentage of Ex – Servicemen in each State / UT's / RSB's. The above said sample are selected from the pool of

[#] Answer Q. No: 223 by Shri Arun Jaitley, Minister of Defence (GOI) in 2016-17 session dt:17th March 2017 in Lok Sabha.

^s As per Raosoft(<http://www.raosoft.com/samplesize.html>) to decide the required sample size for the population size of 21,58,354 with 95% Level of Confidence and 5% margin of error.

registered Ex – Servicemen database in the *Rajya Sainik Board (RSB)* by used snowball sampling technique to conduct the telephonic interview.

The responses are collected from the respondents under pan India basis. Therefore, the researcher used the *Telephonic Interview* to gather the data through the *Structured Interview Schedule*, the structured sample survey instrument (*i.e. Interview Schedule*) comprising of four sessions namely,

Table No 3.2: Components of Structured Survey Instrument

Part	Parts of the Structured Survey Instrument
A	Demographic Profile: Which includes, the personal, family, social and economic profile of the Ex-Servicemen.
B	Competency Component: Three (3) Components (<i>i.e. Knowledge, Skill and Job Attitude</i>) an its Eight (8) Sub – Components (<i>i.e. Tacit Knowledge, Implicit Knowledge, Soft Skill, Core Skill. Job-related Skill, Job Involvement, Job satisfaction, Organization Commitment</i>) each carries 10 positive 5 points Likert scale statements all together [10 * 8 = 80] Statements.
C	Second Carrer Sectoral Preferences: Which includes, <i>Work Preference (i.e. Employment / Self Employment), Preferred Types of Employment (i.e. Govt. / Pvt. Modern / Pvt. Conventional), Job Sectoral Preference, Preferred Job Role.</i>
D	Opinion about the existing Resettlement Institutional Infrastructure (RII): question relates to whether ESM registered with Resettlement institutions, Which motivates to registered, if not, reasons for non-registration along with the opinion about the welfare agencies such as KSB, RSB, ZSB on <i>Career and Grievance Related Services</i> , Like wise the Resettlement Related Organization such as, DGR for <i>Skill Nurturing &Resettlement Related Services</i> similarly, AWPC for <i>Placement &Employer-Employee Interface.</i>

After collecting the required data, it is carefully classified, edited and tabulated for further analysis. The percentile tables and cross tabulations are prepared, analyzed and interpreted based on suitable classifying variables. In addition to the primary data collected from the Ex – Servicemen from India Army, the study requires few evidences

through Secondary data which is planned to be collected from the prominent reliable sources such as the international and national research journals.

3.5 RESEARCH METHOD

Competency Mapping is a process of identifying the knowledge, skill and job attitude of Ex-servicemen systematically. In this study, Competencies of Ex-Servicemen is mapped with qualitative framework using competency scores as qualitative proxies. The Ex-Servicemen Competency Score is formed as a summative measure, integrating the core components and sub-Components of Knowledge Score, Skill Score, and Job Attitude Score, hence providing a comprehensive assessment of the professional capabilities of Indian Ex-Servicemen.

Once the competencies have been measured, the whole population is segmented based on their level of competency. Ex-Servicemen demonstrating similar competency levels are grouped into one cluster, while those with differing levels are placed to distinct clusters with the help of clustering approach. These clusters are further labelled in accordance with the *Myers-Briggs Type Indicator* (MBTI) framework, in order to align the career tracks with both competency levels and personality types. Additionally, before recommending career tracks, the preferences of the *Ex-Servicemen* (ESM) are measured, including their sectoral inclinations, through the application of Garrett Ranking.

Finally, the perceptions and levels of satisfaction of Ex-Servicemen (ESM) are measured using a five-point Likert scale. In order to obtain comprehensive insights into the services provided by the Resettlement Institutional Infrastructure (RII), a pre-tested, structured interview schedule is developed to enable an in-depth and nuanced analysis.

The items in the schedule are further classified according to specific service provided by the Resettlement Institutional Infrastructure, allowing for a systematic evaluation of ESM perceptions regarding the quality and significance of services offered. The study critically analyses the role and effectiveness of these institutions in facilitating the transition of ESM to civilian re-employment and assesses beneficiaries' perspectives on the quality, impact and overall satisfaction with the resettlement assistance they receive.

The above-mentioned methodological approach not only helps in understanding the competencies possessed by the Ex-Servicemen but also in developing tracks. However, it also offers valuable insights into the effectiveness of institutional support mechanisms. The subsequent chapters present the detailed discussion on the research methods used and also presents the analytical findings derived from this approach, indicating the patterns, gaps and recommendations for improving the resettlement ecosystem.

Chapter ~ 4

CHAPTER– 4

SECOND CAREER COMPETENCY MAPPING FOR EX-SERVICEMEN

4.1 BACKGROUND OF THE STUDY

Indian Armed force is the second largest defense force of the world after US. As mentioned in the previous chapters, the Indian armed force consists three services: Indian Army, Indian Navy and Indian Air Force. Out of these three services Indian Army is the land-based force which protects the country from the external threats. Since, they are the warrior of the battle they have to remain fit, strong and young (*Sharma & Jain, 2021*). As a result, every year 60,000- 70,000-armed force retires join the retired category Ex-Servicemen (*Sharma & Jain, 2021; Maharajan & Krishnaveni, 2016*). The ESM needs Second Career Options not only because of them having financial responsibility but if government could utilize this workforce it could lead to solve than the shortage of the skilled workforce could to certain extent (*Walia & Verma, 2023; Sakib, et al., 2024*). ESM are very talented and skillful workforce who are experts in diverse fields. Their experiences, discipline and training have shaped them into extremely skilled experts who can make major contributions to a variety of professions *Smith (2020)*. The military education and experiences, helps ESM possess a multitude of talents and abilities that they bring to the civilian society They are extremely valued employees because of their technical proficiency, leadership, discipline, problem-solving skills, teamwork, strategic planning, risk management and cross-cultural competency. Employers may capitalize on the specialized skills of ESM's and could benefit both the individuals and the companies they join by giving them the support and opportunities they require. In addition to paying tribute to their military service,

successful ESM'S integration into the civilian workforce makes the most of their extraordinary talents for the good of society and the economy.

Despite having different goals and environments, the military and the civilian workforce both require a variety of qualities and abilities that are necessary for success. These similarities offer insightful information about how military expertise can be successfully transferred into civilian occupations, which is advantageous for both employers and veteran. Important characteristics that show how transferable military-honed skills are to the civilian workforce are leadership, teamwork, discipline, problem-solving, flexibility, communication, technical skills, work ethics, leadership, integrity and physical fitness. It is essential to possess leadership skills in both the military and job market. In order to guarantee success in any mission, leadership in the military entails strategic decision-making, maintaining discipline and giving orders to soldiers. Similar to this, in the civilian workforce, leadership is essential for overseeing groups, determining course of action and directing companies toward their goals (*Houghton, 2017*). Competent leaders in both fields encourage and inspire their groups, building a climate of trust and output. Similarly, both the military and the civilian worlds require the application of strategic thinking. To accomplish goals, military operations need meticulous preparation and strategic vision. In a similar vein, companies employ strategic thinking to attain long-term objectives and competitive advantages (*Peterson, 2017*). Those with a strategic mindset are able to foresee obstacles and create workable solutions to overcome them. In addition, Integrity is a fundamental quality that is valued in both the civilian and military establishments. The military fosters trust and accountability by expecting high ethical standards and honesty. Integrity is essential in the civilian workforce for establishing trust and upholding a positive reputation among

stakeholders, coworkers and clients (*Johnson, 2020*). Long-term success depends on ethical behaviour and decision-making, which are ensured by integrity. While, it is more important in the military, physical fitness is equally important for general well-being and some civilian vocations. To fulfil the demands of their jobs, military personnel must maintain high levels of physical fitness. Physical fitness can improve performance in civilian occupations requiring physical activity, even if it's not always a prerequisite. It can also improve general health and productivity (*Martinez, 2021*). Therefore, if the competencies required to perform the civilian job and the military job matches then the ESM can very well fit in the civilian job market after their retirement. Consequently, the civilian market will provide the absolute platform for the second career which will help solve the problem of resettlement.

4.2 RATIONALIZATION OF THE STUDY

There are different types of jobs available in the civilian employment market, each with its own special qualifications, prospects and qualities. Knowing these industries can help people, especially those making the move from the military to the civilian workforce, determine the fields best suited to their interests and skill sets. As mentioned in the earlier section, the competencies that the ESM learns and holds might be similar to the one's required in the civilian job market. Therefore, the knowledge about the various opportunities existing in similar sectors is important. Since, ESM's are the only government workers who retire relatively younger in order to keep a youthful service profile, they constitute a competent workforce in the armed forces due to the rigorous nature of their training in hostile and dangerous locations. Most retired service members, whose retirement ages vary by rank and range from 35 to 48 years (*Taneja, 2016*).

The present chapter “*The Second Career Competency Mapping (Knowledge, Attitudes, and Skills) for the Indian Army Ex-servicemen (ESM)*” deals with the competencies of the ESM acquired during the pre-and post-training of the ESM’s. ESM is the most talented and dedicated workforce who are specialize in diversified fields. However, they are left with a meager pension to deal with their financial responsibilities after retirement. In order to cope with their financial distress, ESM’s must opt for a second career as they are still young and productive. Apart from the knowledge about the civilian market the ESM also needs to possess the required set of competencies that is needed in the civilian job market. After retirement Relocation and Rehabilitation are the biggest problems. Ex-servicemen hunt for new jobs which is a second career for them and as important as the first as their financial responsibilities are still at their peak. Living in the military is also different from life in the civilian world. After retirement, they face various problems they had never seen before. For an army officer, retiring meant beginning your "Second career," which included seeking a new profession and finishing your career as a soldier. In addition to the necessity for him to remain retired, the second career for the retired soldier is just as important to him as the first, if not more so, because they are at a stage in life where family and social obligations are the greatest. From an age perspective, army officers are not old enough, so their retirement problems remain very different from those of retired civilians.

However, in order to get into a second career, one must be aware of the opportunities and must have the required competencies to perform certain job role. There are various boards and institutions that provide information regarding the opportunities available and even update the skills of the Ex-Servicemen through various training courses. There are very few studies that have highlighted the Competencies of Ex-Servicemen which

is required to enter a Second career. The situation is quite bad, especially for people who live in rural parts of India as they are not aware of their rights and privileges. According to the survey conducted (*Taneja, 2016*), there is a global HR shortage of skilled manpower, making it challenging for companies to locate qualified candidates for a job position. Therefore, this kind of skill gap can be filled by utilizing the ESM who are the most talented workforce in the world and they are the resources that are lying underutilized especially in their most productive age (*Sudha, 2016*).

Therefore, the chapter brings out the detailed competency mapping of the Ex-Servicemen in terms of Knowledge, Attitudes and Skills to enter a second career and to perform a certain job role. Competency Mapping is a tool that organizations can use to pinpoint the competencies that result in greater performance on the job. In order to prepare the existing and future workforce and retain talented incumbent personnel who can meet job criteria and other organizational demands, Competency Mapping and Modeling is a practical approach. Organizations can identify and explain the most important competencies using competence mapping. They can also ascertain the degree to which a person holds different competencies linked to a job. Therefore, the chapter brings out a detailed discussion on the competency mapping of ESM as a whole and it also brings out its process followed by results and analysis of the competency mapping of Ex-Servicemen.

4.3 RESEARCH INTENTION

The focus of this session is to develop the Second Career Competency Mapping (*Knowledge, Skills & Attitudes*) for the Indian Army Ex-Servicemen. It was achieved by computing the Competency Score through following three (3) core components of *Knowledge, Skill and Job Attitude* and further try to understand the association between

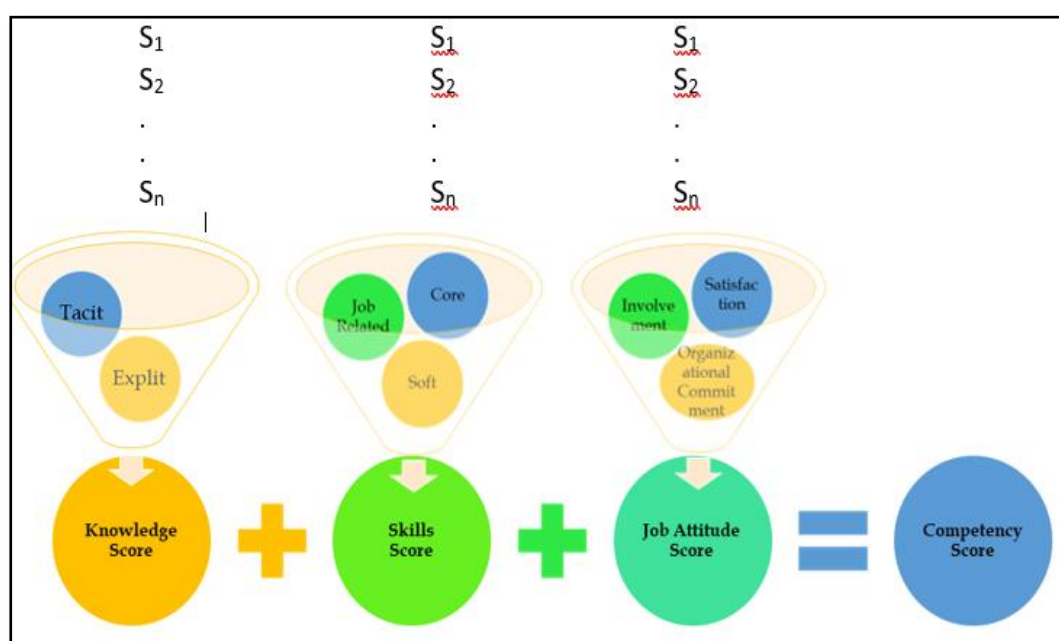
the level of competency and their retirement rank; finally, analysing the significant mean difference on their competency score based on their retirement rank.

4.4 ANALYTICAL FRAMEWORK

4.4.1 Conceptual Process of Competency Score

The Competency Mapping is the process of identifying the *Knowledge, Job Attitudes & Skill* of person. The present study measures the competency (*qualitative construct*) of Ex-Servicemen by *qualitative proxy* of *Competency Scores*. The Ex – Servicemen Competency Score Summated Score of the Core components of *Knowledge Score, Skill Scores and Job Attitude Score* of the Indian Ex-Servicemen. The detailed process is given below in a diagrammatic manner in *Figure No: 4.1*

Figure No 4.1: Conceptual and Computational Process of Competency Score



Source: Designed by the researcher

Before finalizing the structured sample survey instrument (*i.e. Interview Schedule*) was properly tested through the pilot study comprising of 50 sample respondents with their

comments and suggestions being duly incorporated before using the same instrument for the final data collection.

During the pilot study reliability of the data is checked using Cronbach's alpha which measures the internal consistency of the construct. The Cronbach's alpha of more than 0.70 is considered good (BONETT & WRIGHT, 2014). The following Table No. 4.1 highlights the result of reliability test.

Table No 4.1 Competency Sub-Components Wise Results of Reliability Test

Sl. No	Competency Components	Competency Sub-Components	No of items	Cronbach's Alpha Values
1	Knowledge (20)	<i>Tacit Knowledge</i>	10	0.938
		<i>Implicit Knowledge</i>	10	0.840
2	Skill (30)	<i>Soft skill</i>	10	0.962
		<i>Core Skill</i>	10	0.947
		<i>Job-related skill</i>	10	0.955
3	Job-attitude (30)	<i>Job Involvement</i>	10	0.915
		<i>Job satisfaction</i>	10	0.903
		<i>Organization Commitment</i>	10	0.896

Source: Primary data, computed and compiled by the researcher

As showed in the above table all the scores are greater than 0.70 which represents the good internal consistency of the construct of the study.

4.4.2 Computational Process of Competency Score



The first objective of the study is to develop Second *Career Competency Mapping* (qualitative construct) the study tried to capture through the conceptual framework which is exhibited in Figure No. 4.1 and for the computational process the researcher

used 80 Likert scale positive statements with the agreement of five point to gather the Competency Score.

The competency score encompasses all the three (3) competency components such as *Knowledge, Skill and Attitude* along with Eight (8) sub-components of **Knowledge** relating to (*Tacit & Implicit*), **Skill** relating to (*Core, Soft & Job Attitude*) and **Job Attitude** relating to (*Job Involvement, Job satisfaction & Organization Commitment*) listed in *Table No. 4.1*.

In total, researcher used 80 positive statements, divided into 10 statements each for (8) sub component of knowledge, skill and job attitude scores and the highest score for each statement is 5. Therefore, the maximum **Overall Competency Score** : $[80 * 5 = 400]$, where **Knowledge** scores had 20 statements with in two sub components *Tacit & Implicit*, so the maximum score for **Overall Knowledge Score**: $[20 * 5 = 100]$, **Skills** scores had 30 statements for three sub component *Core, Soft & Job Related* so the maximum **Overall Skill Score** is $[30 * 5 = 150]$, and **Job Attitude** scores had 30 statements for its sub components *Job Involvement, Job Satisfaction & Organisation Commitment* so the **Overall Job Attitude Score**: $[30 * 5 = 150]$.

The Competency Scores were used to quantify proxy for analysing the qualitative construct of competency. The aggregate of all the individual competences attained within each category is represented by the summated score for each component: *Knowledge, Skill and Job Attitude*. Greater competency is indicated by a higher summated score, whilst poorer competence is shown by a lower score. This method makes it possible to evaluate a person's skills in-depth, giving rise to a clear picture of their areas of strength and growth as they move into a second job. The competency is

the sum total of all the competency obtained during their service and after their service through post training.

Once the data has been codified, it is entered into spreadsheet program to do basic data cleaning and compute the summative scores for *Tacit Knowledge Score*, *Implicit Knowledge Score*, *Overall Knowledge Score*, *Soft Skill Score*, *Core Skill Score*, *Job-related Skill Score*, *Overall Skill Score*, *Job Involvement Score*, *Job Satisfaction Score*, *Organization Commitment Score* and *Overall Job Attitude Score* are transformed into an ordered categorical variable with three levels (*Low*, *Moderate*, and *High*) using the three equal percentiles method. This method categorizes the data based on percentiles, specifically below the 33rd percentile consider as LOW, between the 33rd and 66th percentiles are considered as MODERATE, and above the 66th percentile is considered as HIGH. It creates the additional Eleven (11) computed variables of *Level of Tacit Knowledge*, *Level of Implicit Knowledge*, *Level of Overall Knowledge*, *Level of Soft Skill*, *Level of Core Skill*, *Level of Job-related Skill*, *Level of Overall Skill*, *Level of Job Involvement*, *Level of Job Satisfaction*, *Level of Organization Commitment* and *Level of Overall Job Attitude* in the measurement of ordered categorical variable.

4.4.3 Method of Analysis

Finally, to achieve the objective the researcher employs cross-tabulation of *Levels of Tacit Knowledge*, *Implicit Knowledge*, *Overall Knowledge*, *Soft Skill*, *Core Skill*, *Job-related Skill*, *Overall Skill*, *Job Involvement*, *Job satisfaction*, *Organization Commitment* and *Overall Job Attitude* based on their Retirement rank (*i.e. Above Naik*, *Naik & Below Naik*) and use the Chi-square test to demonstrate the statistically significant association of the following broad research hypotheses

H₁: There is a significant association between the Level of Knowledge (*Tacit, Implicit & Overall Knowledge*) and their Retirement rank (*i.e. Above Naik, Naik & Below Naik*) of Ex-Servicemen.

H₂: There is a significant association between the Level of Skill (*Soft, Core, Job-Related & Overall Skill*) and their Retirement rank (*i.e. Above Naik, Naik & Below Naik*) of Ex-Servicemen.

H₃: There is a significant association between the Level of Job Attitude (*Job Involvement, Job satisfaction, Organization Commitment & Overall Job Attitude*) and their Retirement rank (*i.e. Above Naik, Naik & Below Naik*) of Ex-Servicemen.

Additionally, the researcher extends the intention to measures if there is any significant difference in their mean score of *Tacit Knowledge, Implicit Knowledge, Overall Knowledge, Soft Skill, Core Skill, Job-related Skill, Overall Skill, Job Involvement, Job satisfaction, Organization Commitment and Overall Job Attitude* based on their Retirement rank (*i.e. Above Naik, Naik & Below Naik*) and if the scores are *normally distributed*, then the researcher plans to use One-way ANOVA. In case the scores are not normally distributed Kruskal Wallis (KW) to demonstrate the statistically significant mean / mean rank difference of the following broad research hypotheses

H₄: There is a significant Mean / Mean Rank difference on the Knowledge (*Tacit, Implicit & Overall Knowledge*) Score based on their Retirement Rank (*i.e. Above Naik, Naik & Below Naik*) of Ex-Servicemen.

H₅: There is a significant Mean / Mean Rank difference on the Skill (*Soft, Core, Job-Related & Overall Skill*) Score

based on their Retirement rank (*i.e. Above Naik, Naik & Below Naik*) of Ex-Servicemen.

H6: There is a significant Mean / Mean Rank difference on the Job Attitude (*Job Involvement, Job satisfaction, Organization Commitment & Overall Job Attitude*) Score based on their Retirement rank (*i.e. Above Naik, Naik & Below Naik*) of Ex-Servicemen.

4.5 RESULTS & DISCUSSION

This section aims at providing a comprehensive **competency mapping** of **Ex-Servicemen (ESM)**, highlighting their Knowledge, Skills and Job Attitude scores. Additionally, it also highlights the expertise and competency they acquire during their military service tenure and their applicability in civilian job market. lastly, it presents a detailed **demographic profile** of ESM, such as **age, qualification (*both at the time of joining and retirement*)**, **service tenure, marital status and occupational background** etc. Furthermore, it explores the **association and variations** in competencies based on **retirement rank**, to provide insights into how hierarchical positions (*Retirement Rank*) within the armed forces influence post-retirement career opportunities and professional adaptability.

4.5.1 Sample Distribution

The study has utilized the Primary data collected in the PAN India basis having different demographics features. The following *Table No 4.2* summaries the demographic distribution of the respondents for the study.

Table No 4.2: Demographic Profile of the Ex-Servicemen

Age	fx	%	Marital Status	fx	%
Less than 45	103	26.6	Unmarried	27	7.0
46 - 52 years	146	37.7	Married	326	84.2
Above 52 years	138	35.7	Others	34	8.8
Total	387	100.0	Total	387	100.0
Retirement rank	fx	%	Qualification *	fx	%
Above Naik	148	8.5	Class 10	213	55.0
Naik	133	29.7	Class 12	139	35.9
Below Naik	106	34.4	Graduate	35	9.0
Total	387	100.0	Total	387	100.0
Family type	fx	%	Working Spouse	fx	%
Nuclear	37	9.5	Yes	83	21.44
Joint	151	39	No	304	78.55
Others	199	51.4	Total	387	100.0
Total	387	100.0	Qualification ^s	fx	%
Army Background	fx	%	10	194	50.2
No	217	56.1	12	136	35.1
Yes	170	43.9	Above Graduate	57	14.7
Total	387	100.0	Total	387	100.0

*Note: Qualification at the time of * Joining and ^s retirement*

Source: Primary data Compiled by the researcher

The demographic profile of the respondents reveals that majority of them i.e., 37.7% are from the age bracket 46-52 years and majority of them are married i.e., 84.2%. The above table also reveals that majority of the respondent are from the rank category below Naik i.e., 34.4% followed by the Naik and above Naik i.e., 29.7 and 8.5% respectively. The majority of the respondents have qualification class 10 i.e., 55.0% and majority of the respondent spouse are not working. Additionally, majority of the respondent do not have army background making them first generation servicemen.

4.5.2 Association between Level of Competency Score and Retirement Rank

Ex-servicemen (ESM) constitute a highly competent and talented workforce despite being in the retired category. Yet, the level of competency may differ based on their

retirement rank, as training differ across ranks. Additionally, competency is also influenced by the specific roles and responsibilities played during their service tenure. Hence, the study aims to check the association across the competency scores and retirement rank

(a) Knowledge Scores and its Association with EMS Retirement Rank

The study intends to check the association between knowledge scores and retirement rank. In order to check whether there is a variation in the knowledge scores and retirement rank. For this, the above-mentioned hypothesis is drafted and checked using the chi-square test. *Table No. 4.3* shows the knowledge related scores and its association with retirement rank.

Table No 4.3: Knowledge Scores and Its Association with EMS Retirement Rank

Retirement rank	Tacit Knowledge Scores			Total	Test
	Low	Medium	High		
<i>Below Naik</i>	57 38.5%	48 32.4%	43 29.1%	148 100.0%	61.46*** (0.00)
<i>Naik</i>	57 42.9%	57 42.9%	19 14.3%	133 100.0%	
<i>Above Naik</i>	19 17.9%	22 20.8%	65 61.3%	106 100.0%	
Total	133 34.4%	127 32.8%	127 32.8%	387 100.0%	
Retirement rank	Implicit Knowledge Score			Total	Test Stats
	Low	Medium	High		
<i>Below Naik</i>	73 (49.3%)	43 (29.1%)	32 (21.6%)	148 (100.0%)	59.464*** (.000)
<i>Naik</i>	70 (52.6%)	45 (33.8%)	18 (13.5%)	133 (100.0%)	
<i>Above Naik</i>	27 (25.5%)	19 (17.9%)	60 (56.6%)	106 (100.0%)	
Total	170 (43.9%)	107 (27.6%)	110 (28.4%)	387 (100.0%)	
Retirement rank	Overall Knowledge Score			Total	

Table No 4.3: Knowledge Scores and Its Association with EMS Retirement Rank

	Low	Medium	High	Test Stats
<i>Below Naik</i>	73 (49.3%)	33 (22.3%)	42 (28.4%)	148 (100.0%)
<i>Naik</i>	81 (60.9%)	34 (25.6%)	18 (13.5%)	133 (100.0%)
<i>Above Naik</i>	15 (14.2%)	27 (25.5%)	64 (60.4%)	106 (100.0%)
Total	169 (43.7%)	94 (24.3%)	124 (32.0%)	387 (100.0%)

Note. *** 1% Significance ** 5% Significance * 10% Significance ^{NS} - Not Significance

Source: Computed and Compiled by the researcher, Primary data

(i) Tacit Knowledge Score across Retirement Rank

The above table reveals that out of 148 below Naik 38.5% have a Low tacit knowledge score i.e., 57 respondents, 32.4% have medium tacit knowledge i.e., 48 respondents, and 29.1% have a high tacit score i.e., 43 respondents. In the rank category Naik, 42.9% have low tacit knowledge i.e., 57 respondents, 42.9% have medium tacit knowledge i.e., 57 respondents, and 14.3% have high tacit score i.e., 19 respondents. However, In the rank category above Naik 17.9% have low tacit knowledge i.e., 19 respondents, 20.8% have medium tacit knowledge i.e., 22 respondents, and 61.3% have high tacit knowledge score i.e., 65 respondents. ***Since the P value is less than 0.05 which is 0.00 therefore the null hypothesis is rejected. There is an association between the Rank at the time of Retirement and Tacit Knowledge Scores.*** It is also observed that the category “*Above Naik*”, has the Highest Tacit Knowledge as compared to the rank category “*Naik*”, and “*Below Naik*”.

(ii) Implicit knowledge Score across Retirement Rank

In the above table, In the category below Naik out of 148 49.3% have a Low implicit knowledge score i.e., 73 respondents, 29.1% have medium implicit knowledge i.e., 43

respondents, and 21.6% have a high implicit knowledge score i.e., 32 respondents. In the rank category Naik, 52.6% have low implicit knowledge i.e., 70 respondents, 33.8% have medium implicit knowledge Score i.e., 45 respondents, and 13.5% have high tacit score i.e., 18 respondents. Similarly, In the rank category above Naik 25.5% have low implicit knowledge Score i.e., 27 respondents, 17.9% have a medium implicit knowledge Score i.e., 19 respondents, and 56.6% have a high implicit score i.e., 60 respondents. *Since the P value is less than 0.05 which is 0.00 therefore the null hypothesis is rejected. It can be concluded that there is an association between Rank at the time of Retirement and Implicit Knowledge Score.* It is also discovered that the category “*Above Naik*”, has the Highest Implicit Knowledge Score i.e., 56.6% as compared to the rank category “*Naik*”, and “*Below Naik*”, category.

(iii) Overall Knowledge Scores across Retirement Rank

The table reveals that reveals that out of 148 “*Below Naik*”, 49.3% have a Low Overall knowledge Score i.e., 73 respondents, 22.3% have Medium Overall knowledge i.e., 33 respondents, and 28.4% have a High Knowledge Score i.e., 42 respondents. In the rank category “*Naik*”, 60.9% have low Overall Knowledge i.e., 81 respondents, 25.6% have Medium Overall Knowledge i.e., 34 respondents, and 13.5% have High Overall Knowledge Score i.e., 18 respondents. However, in the rank category “*Above Naik*”, 14.2% have Low Overall Knowledge i.e., 15 respondents, 25.5% have Medium Overall Knowledge i.e., 27 respondents, and 60.4% have High Overall Knowledge score i.e., 64 respondents. *Since the P value is less than 0.05 which is 0.00 therefore the null hypothesis is rejected. There is an association between the overall knowledge scores and retirement rank.* It is also observed that the category “*Above Naik*” has the highest Overall Knowledge as compared to the rank category “*Naik*” and “*Below Naik*”.

(b) Skill Scores and its Association with EMS Retirement Rank

The study attempts to check the association between the skill related Competency scores and retirement rank. Hence, above mentioned hypothesis is drafted and checked using chi square test. Following *Table, No 4.4.* highlights, the skill related competency scores and its association with retirement rank.

Table No 4.4.: Skill Scores and Its Association with EMS Retirement Rank

Retirement rank	Soft skill Scores			Total	Test
	Low	Medium	High		
<i>Below Naik</i>	67 (45.3%)	33 (22.3%)	48 (32.4%)	148 (100.0%)	62.804*** (.000)
<i>Naik</i>	68 (51.1%)	25 (18.8%)	40 (30.1%)	133 (100.0%)	
<i>Above Naik</i>	9 (8.5%)	57 (53.8%)	40 (37.7%)	106 (100.0%)	
Total	144 (37.2%)	115 (29.7%)	128 (33.1%)	387 (100.0%)	
Retirement rank	Core Skill Score			Total	Test Stats
	Low	Medium	High		
<i>Below Naik</i>	65 (43.9%)	38 (25.7%)	45 (30.4%)	148 (100.0%)	57.641*** (0.00)
<i>Naik</i>	67 (50.4%)	40 (30.1%)	26 (19.5%)	133 (100.0%)	
<i>Above Naik</i>	8 (7.5%)	43 (40.6%)	55 (51.9%)	106 (100.0%)	
Total	140 (36.2%)	121 (31.3%)	126 (32.6%)	387 (100.0%)	
Retirement rank	Job-related Skill Score			Total	Test Stats
	Low	Medium	High		
<i>Below Naik</i>	73 (49.3%)	33 (22.3%)	42 (28.4%)	148 (100.0%)	73.071*** (.000)
<i>Naik</i>	81 (60.9%)	34 (25.6%)	18 (13.5%)	133 (100.0%)	
<i>Above Naik</i>	15 (14.2%)	27 (25.5%)	64 (60.4%)	106 (100.0%)	
Total	169 (43.7%)	94 (24.3%)	124 (32.0%)	387 (100.0%)	
Retirement rank	Overall Skill Score			Total	

Table No 4.4.: Skill Scores and Its Association with EMS Retirement Rank

	Low	Medium	High	Test Stats
<i>Below Naik</i>	66 (44.6%)	42 (28.4%)	40 (27.0%)	148 (100.0%)
<i>Naik</i>	62 (46.6%)	43 (32.3%)	28 (21.1%)	133 (100.0%)
<i>Above Naik</i>	4 (3.8%)	48 (45.3%)	54 (50.9%)	106 (100.0%)
Total	132 (34.1%)	133 (34.4%)	122 (31.5%)	387 (100.0%)

Note. *** 1% Significance ** 5% Significance * 10% Significance ^{NS}- Not Significance

Source: Computed and Compiled by the researcher, Primary data

(i) **Soft Skill Scores Across Retirement Rank**

Similarly, the above table reveals that, in the category “**Below Naik**” out of 148, 45.3% have a Soft Skill Score i.e., 67 respondents, 22.3% have medium Soft Skill Scores i.e., 33 respondents, and 32.4% have a High Soft Skill Score i.e., 48 respondents. In the rank category “**Naik**”, 51.1% have low Soft Skill Scores i.e., 68 respondents, 18.8% have medium Soft Skill Scores i.e., 25 respondents, and 30.1% have Soft Skill Scores i.e., 40 respondents. Similarly, In the rank category “**Above Naik**”, 8.5% have a low Soft Skill Score i.e., 9 respondents, 53.8% have a Medium Soft Skill Score i.e., 57 respondents, and 37.7% have a High Soft Skill Score i.e., 40 respondents. **Since the P value is less than 0.05 which is 0.00 therefore the null hypothesis is rejected. It can be concluded that there is an association between Rank at the time of Retirement and Soft Skill Score.** Therefore, it is discovered that the category “**Above Naik**” has the Highest Soft Skill Scores i.e., 37.7% as compared to the rank category “**Naik**” and “**Below Naik**” category.

(ii) **Core Skill Scores Across Retirement Rank**

The above table reveals that, in the category “**Below Naik**” out of 148, 43.9% have a Core Skill Score i.e., 65 respondents, 25.7% have Medium Core Skill Scores i.e., 38

respondents, and 30.4% have a High Core Skill Score i.e., 45 respondents. In the rank category **“Naik”**, 50.4% have Low Core Skill Scores i.e., 67 respondents, 30.1% have Medium Core Skill Scores i.e., 40 respondents, and 19.5% have Core Skill Scores i.e., 20 respondents. Similarly, In the rank category **“Above Naik”**. 7.5% have a low core skill Score i.e., 8 respondents, 40.6% have a Medium Core Skill Score i.e., 43 respondents, and 51.9% have a High Job-related Skill Score i.e., 55 respondents. *Since the P value is less than 0.05 which is 0.00 therefore the null hypothesis is rejected. It can be concluded that there is an association between Rank at the time of Retirement and Core Skill Score.* Therefore, it is discovered that the category **“Above Naik”** has the Highest Core Skill Scores i.e., 51.9% as compared to the rank category **“Naik”** and **“Below Naik”** category.

(iii) Job- related Skill Scores Across Retirement Rank

The above table reveals that in the category **“Below Naik”**, out of 148 49.3% have a Low Job-related Skill Score i.e., 73 respondents, 22.3% have Medium Job-related Skill Scores i.e., 33 respondents, and 28.4% have a High Job-related Skill Score i.e., 42 respondents. In the rank category **“Naik”**, 60.9% have Low Job-related Skill Scores i.e., 81 respondents, 25.6% have Medium Job-related Skill Scores i.e., 34 respondents, and 13.5% have High Job-related Skill Scores i.e., 18 respondents. Similarly, in the rank category **“Above Naik”**, 14.2% have a Low Job-related Skill Score i.e., 15 respondents, 25.5% have a Medium Job-related Skill Score i.e., 27 respondents, and 60.4% have a High Job-related Skill Score i.e., 64 respondents. *Since the P value is less than 0.05 which is 0.00 therefore the null hypothesis is rejected. It can be concluded that there is an association between Rank at the time of Retirement and Job-related Skill Score.* Therefore, it is discovered that the category **“Above Naik”**,

has the Highest Job-related Skill Scores i.e., 61.3% as compared to the rank category “*Naik*” and “*Below Naik*”, category.

(iv) Overall Skill Scores across the Retirement Rank

The above table reveals that in the category “*Below Naik*”, out of 148, 44.6% have a Low Overall skill Score i.e., 66 respondents, 28.4% have Medium Overall Skill Scores i.e., 42 respondents, and 27% have a High Overall Skill Score i.e., 40 respondents. In the rank category “*Naik*”, 46.6% have Low Overall Skill Scores i.e., 62 respondents, 32.3% have Medium Overall Skill Scores i.e., 43 respondents, and 21.1% have Overall Skill Scores i.e., 28 respondents. Similarly, in the rank category “*Above Naik*”, 3.8% have a Low Overall Skill Score i.e., 4 respondents, 45.3% have a Medium Overall Skill Score i.e., 48 respondents, and 50.9% have a High Overall Skill Score i.e., 54 respondents. *Since the P value is less than 0.05 which is 0.00 therefore the null hypothesis is rejected. It can be concluded that there is an association between Rank at the time of Retirement and Overall Skill Score.* It is also observed that the category “*Above Naik*”, has the Highest Job-related Skill Scores i.e., 61.3% as compared to the rank category “*Naik*”, and “*Below Naik*”, category.

(c) Job Attitude Scores and Its Association with EMS Retirement Rank

The study attempts to check the association between the Job Attitude related Competency Scores and Retirement Rank. Hence, above mentioned hypothesis is drafted and checked using chi square test. Following *Table No.4.5.* highlights, the Skill related Competency Scores and its association with Retirement Rank.

Table No 4.5.: Job Attitude related Scores and Its Association with EMS Retirement Rank

Retirement rank	Job Involvement Scores			Total	Test
	Low	Medium	High		
<i>Below Naik</i>	57 (38.5%)	58 (39.2%)	33 (22.3%)	148 (100.0%)	15.903 ^{***} (.003)
<i>Naik</i>	54 (40.6%)	49 (36.8%)	30 (22.6%)	133 (100.0%)	
<i>Above Naik</i>	25 (23.6%)	64 (60.4%)	17 (16.0%)	106 (100.0%)	
Total	136 (35.1%)	171 (44.2%)	80 (20.7%)	387 (100.0%)	
Retirement rank	Job Satisfaction Score			Total	Test Stats
	Low	Medium	High		
<i>Below Naik</i>	61 (41.2%)	40 (27.0%)	47 (31.8%)	148 (100.0%)	4.657 ^{NS} (0.324)
<i>Naik</i>	47 (35.3%)	40 (30.1%)	46 (34.6%)	133 (100.0%)	
<i>Above Naik</i>	39 (36.8%)	40 (37.7%)	27 (25.5%)	106 (100.0%)	
Total	147 (38.0%)	120 (31.0%)	120 (31.0%)	387 (100.0%)	
Retirement rank	Organization Commitment Score			Total	Test Stats
	Low	Medium	High		
<i>Below Naik</i>	49 (33.1%)	67 (45.3%)	32 (21.6%)	148 (100.0%)	5.192 ^{NS} (0.268)
<i>Naik</i>	54 (40.6%)	58 (43.6%)	21 (15.8%)	133 (100.0%)	
<i>Above Naik</i>	46 (43.4%)	37 (34.9%)	23 (21.7%)	106 (100.0%)	
Total	149 (38.5%)	162 (41.9%)	76 (19.6%)	387 (100.0%)	
Retirement rank	Overall Job Attitude Score			Total	Test Stats
	Low	Medium	High		
<i>Below Naik</i>	48 (32.4%)	50 (33.8%)	50 (33.8%)	148 (100.0%)	3.195 ^{NS} (.526)
<i>Naik</i>	46 (34.6%)	43 (32.3%)	44 (33.1%)	133 (100.0%)	
<i>Above Naik</i>	38 (35.8%)	42 (39.6%)	26 (24.5%)	106 (100.0%)	
Total	132 (34.1%)	135 (34.9%)	120 (31.0%)	387 (100.0%)	

Note. *** 1% Significance ** 5% Significance * 10% Significance ^{NS} - Not Significance
Source: Computed and Compiled by the researcher, Primary data

(i) Job Involvement-related Scores Across the Retirement Rank

The above table reveals that, in the category “**Below Naik**”, out of 148, 38.5% have a Low Involvement-related Job Attitude Score i.e., 57 respondents, 39.8% have Medium Involvement-related Job Attitude Scores i.e., 58 respondents and 22.3% have a High Involvement-related Job Attitude Score i.e., 33 respondents. In the rank category “**Naik**”, 40.6% have Low Involvement-related Job Attitude Scores i.e., 54 respondents, 36.8% have Medium Involvement-related Job Attitude Scores i.e., 49 respondents, and 22.6% have High Involvement-related Job Attitude Scores i.e., 30 respondents. Similarly, in the rank category “**Above Naik**”, 23.6% have Low Involvement-related Job Attitude Score i.e., 25 respondents, 60.5% have a Medium Involvement-related Job Attitude Score i.e., 64 respondents, and 16.0% have a High Involvement-related Job Attitude Score i.e., 17 respondents. *Since the P value is less than 0.05 which is 0.003 therefore the null hypothesis is rejected. It can be concluded that there is an association between the Rank at the time of Retirement and Involvement-related Job Attitude Score.* However, it is revealed the category “**Below Naik**”, has the Highest Involvement-related Job Attitude Score i.e., 22.3% as compared to the rank category “**Naik**”, and “**Above Naik**”, category.

(ii) Job Satisfaction-related Scores Across Retirement Rank

Similarly, the above table reveals that, in the category “**Below Naik**”, out of 148, 41.2% have a Low Satisfaction-related Job Attitude Score i.e., 61 respondents, 27.0% have Medium Satisfaction-related Job Attitude Score i.e., 40 respondents, and 31.8% have a High Satisfaction-related Job Attitude Score i.e., 47 respondents. In the rank category “**Naik**”, 35.3% have Low Satisfaction-related Job Attitude Score i.e., 47 respondents,

30.1% have Medium Satisfaction-related Job Attitude Score i.e., 40 respondents, and 34.6% have High Satisfaction-related Job Attitude Score i.e., 46 respondents. Similarly, in the rank category “*Above Naik*”, 36.8% have a Low Satisfaction-related Job Attitude Score i.e., 39 respondents, 37.7% have Medium Satisfaction-related Job Attitude Score i.e., 40 respondents, and 25.5% have a High Satisfaction-related Job Attitude Skill Score i.e., 27 respondents. *Since the P value is less than 0.05 which is 0.324 therefore the null hypothesis failed to get rejected. It can be concluded that there is no association between Rank at the time of Retirement and Satisfaction-related Score.* However, it is revealed that the category “*Naik*”, has the Highest Satisfaction-related Job Attitude Scores i.e., 34.6% as compared to the rank category “*Below Naik*”, and “*Above Naik*”, category.

(iii) Organisational Commitment-related Scores Across Retirement Rank

Similarly, the above table reveals that, in the category “*Below Naik*”, out of 148, 33.1% have a Low Organizational Commitment-related Job Attitude Score i.e., 49 respondents, 45.3% have Medium Organisational Commitment-related Job Attitude Score i.e., 67 respondents, and 21.6% have a High Organizational Commitment-related Job Attitude Score i.e., 32 respondents. In the rank category “*Naik*”, 40.6% have Low Organisational Commitment-related Job Attitude Score i.e., 54 respondents, 43.6% have Medium Organisational Commitment-related Job Attitude Score i.e., 58 respondents, and 15.8% have High Organizational Commitment-related Job Attitude Score i.e., 21 respondents. Similarly, in the rank category “*Above Naik*”, 43.4% have a Low Organisational Commitment-related Job Attitude Score i.e., 46 respondents, 34.9% have Medium Organizational Commitment-related Job Attitude Score i.e., 37 respondents, and 21.7% have a High Organizational Commitment-related Job Attitude

Score i.e., 23 respondents. *Since the P value is more than 0.05 which is 0.268 therefore the null hypothesis failed to get rejected. It is concluded that there is no association between Rank at the time of Retirement and Organisational Commitment-related Score.* However, it is revealed the category “*Above Naik*”, has the Highest Organizational Commitment-related Job Attitude Score i.e., 21.7% as compared to the rank category “*Below Naik*” and the “*Naik*”, category.

(iv) Overall Job Attitude Scores Across Retirement Rank

Similarly, the above table reveals that, in the category “*Below Naik*”, out of 148, 32.4% have a Low Overall Job Attitude Score i.e., 48 respondents, 33.8% have Medium Overall Job Attitude Score i.e., 50 respondents, and 33.8% have a High Overall Job Attitude Score i.e., 50 respondents. In the rank category “*Naik*”, 34.6% have Low Overall Job Attitude Score i.e., 46 respondents, 32.3% have Medium Overall Job Attitude Score i.e., 43 respondents, and 33.1% have High Overall Job Attitude Score i.e., 44 respondents. Similarly, in the rank category “*Above Naik*”, 35.8% have Low Overall Job Attitude Score i.e., 38 respondents, 39.6% have a Medium Overall Job Attitude Score i.e., 42 respondents, and 24.5% have a High Overall Job Attitude Score i.e., 26 respondents. *Since the P value is more than 0.05 which is .526 therefore, we fail to reject the null hypothesis. It can be concluded that there is no association between the Rank at the time of Retirement and the Overall Job Attitude Score.* However, it is also observed that, in all three rank categories the Overall Job Attitude is almost similar.

4.5.3 Variation of Competency Scores across the Retirement Rank

Ex-servicemen (ESM) hold various competencies shaped by their rank, training, and service tenure. Since training intensity and responsibilities vary across ranks, their post-

retirement competency levels may differ. Hence, Examining the difference between competency scores and retirement rank is important, as it helps examine skill gaps and areas for further training and development as a whole.

(a) Results of Normality Test

A normality test is conducted to determine whether a scores follow a normal distribution or not. Checking normality is crucial because based on it, parametric and non-parametric test can be used. If the score is normally distributed than the parametric test can be used otherwise non-parametric test will be employed. Ensuring normality helps improve the reliability of statistical inferences and enhances the validity of research findings. In order to check whether the data is normally distributed or not normality test is conducted using Shapiro Wilk's test. The result of the normality test is presented in the *Table No. 4.6*

Table No 4.6: Data Profiling of the Competency Components & its Sub-Components

Components	Sub-Components	Mean [± SD]	Kurtosis	Skewness	Shapiro Wilk's Test
Knowledge	<i>Tacit Knowledge</i>	30.09 [±7.43]	0.652	-0.586	0.923 ^{***}
	<i>Implicit Knowledge</i>	33.45 [±8.35]	0.077	0.030	0.991 ^{**}
	Overall Knowledge	63.54 [±11.85]	0.649	0.603	0.933 ^{***}
Skill	<i>Soft skill</i>	30.19 [±8.72]	-0.411	0.367	0.969 ^{***}
	<i>Core Skill</i>	31.73 [±8.48]	-0.413	-0.153	0.985 ^{***}
	<i>Job-related skill</i>	32.93 [±8.02]	-0.013	-0.101	0.978 ^{***}
	Overall Skill	94.86 [±21.73]	-0.467	0.130	0.992[*]
Job - attitude	<i>Job Involvement</i>	37.67 [±5.46]	5.467	-0.152	0.978 ^{***}
	<i>Job Satisfaction</i>	36.45 [±5.96]	0.246	0.066	0.971 ^{***}

Table No 4.6: **Data Profiling of the Competency Components & its Sub-Components**

<i>Organization Commitment</i>	40.33 [± 5.58]	0.178	-0.403	0.958 ^{***}
<i>Overall Job Attitude</i>	114.45[13.18]	0.907	-0.126	0.970^{***}

Note. ^{***} 1% Significance ^{**} 5% Significance ^{*} 10% Significance ^{NS} - Not Significance

Source: primary data, computed and compiled by the researcher

The value of Skewness, Kurtosis and Standard deviation mentioned above also reveals that all the scores are not normally distributed. In addition to the above, Shapiro Wilk's hypothesis test for normality result has also double confirmed that the score is not normally distributed. Hence non-parametric test such as Kruskal Wallis (KW) test is used in order to check the difference between the competency scores among the retirement rank.

(b) Results of Variation of Competency Scores Across the Retirement Rank

The competency score of ESMs may vary by retirement rank, reflecting differences in training, leadership expertise and technical proficiency. Higher ranks often demonstrate advanced competencies in strategic planning and decision-making, while lower ranks possess valuable hands-on expertise gained through direct battlefield experience. Examine this variation is crucial for identifying skill gaps and designing targeted reskilling programs that leverage both strategic and operational competencies for a successful transition into civilian careers.

Table No 4.7: **Results of Overall Competency Components and its Sub Components based on Retirement Rank of the Ex-Servicemen**

Knowledge	Below Naik	Naik	Above Naik	Test Stats	Decision
<i>Tacit Knowledge</i>	29.394	27.360	34.500	64.166 ^{***}	Reject H ₀
<i>Implicit Knowledge</i>	33.310	32.127	35.320	28.976 ^{***}	Reject H ₀

Table No 4.7: Results of Overall Competency Components and its Sub Components based on Retirement Rank of the Ex-Servicemen

Overall Knowledge	62.743	59.488	69.820	40.919***	Reject H ₀
Skills	Below Naik	Naik	Above Naik	Test Stats	Decision
<i>Soft skill</i>	28.648	27.744	35.566	59.834***	Reject H ₀
<i>Core skill</i>	31.033	29.052	36.150	45.354***	Reject H ₀
<i>Job-related skills</i>	32.114	31.473	35.905	21.821***	Reject H ₀
Overall skills	91.797	88.270	107.622	59.776***	Reject H ₀
Job attitude	Below Naik	Naik	Above Naik	Test Stats	Decision
<i>Job Involvement</i>	37.506	37.315	38.471	3.810 ^{NS}	Fail to reject H ₀
<i>Job Satisfaction</i>	36.351	37.067	35.933	1.774 ^{NS}	Fail to reject H ₀
<i>Org. Commitment</i>	40.891	40.112	39.915	3.901 ^{NS}	Fail to reject H ₀
Overall Job attitude	114.750	114.496	114.320	0.048 ^{NS}	Fail to reject H ₀

Note. *** 1% Significance ** 5% Significance * 10% Significance ^{NS}- Not Significance

Source: Computed and Compiled by the researcher, Primary data

(a) Variation of the Knowledge Score Across Retirement Rank

The above Table No. 4.7 shows the result of the Kruskal Wallis (KW) test to check the variation of the Competency Scores (Knowledge) across the retirement.

(i) Variation of the Tacit Knowledge Score Across Retirement Rank

The rank category “**Above Naik**”, has the maximum Tacit Knowledge Score 34.500. Similarly, the rank category “**Naik**”, and “**Below Naik**”, has the 27.360 and 29.394 Tacit Knowledge Score respectively. The result reveals that the sub-component of Knowledge Score i.e., Tacit Score have $\chi^2=64.166$, $p=0.00$, $df=2$. **Since p value is less than 0.05 ($p<0.05$) we reject the null hypothesis and concluded that, there is**

statistically significant mean rank difference on Tacit Knowledge Score across the Retirement Rank of Ex-serviceman.

(ii) Variation of the Implicit Knowledge Score Across Retirement Rank

The rank category “*Above Naik*” has the maximum Implicit Knowledge Score 35.320. Similarly, the rank category “*Naik*” and “*Below Naik*” has the 32.127 and 33.310 implicit knowledge score respectively. *Similarly, another component of the Knowledge Score i.e., Implicit Knowledge $\chi^2=28.976$, $p=0.00$, $df=2$ which means we reject the null hypothesis as the p value is less than 0.05 ($p<0.05$). Hence, there is a difference in the Implicit Knowledge Scores across the Retirement Rank.*

(iii) Variation of the Overall Knowledge Score Across Retirement Rank

The rank category “above Naik” has the maximum overall knowledge score 69.820. Similarly, the rank category “Naik” and “below Naik” has the 59.488 and 62.743 implicit knowledge score respectively. Lastly the overall variation of knowledge scores across the Retirement Rank is checked and the result reveals that *there is a difference between the overall knowledge scores across the retirement rank $\chi^2=40.919$, $p=0.00$, $df=2$. Hence, the null hypothesis is rejected. It is concluded that statistically there is a difference in the Overall Knowledge Score across the Retirement Rank.*

The overall knowledge scores and its component (*tacit and implicit*) is mostly high in the rank category “*Above Naik*”.

(b) Variation of the Skill Score Across Retirement Rank

Similarly, the second part of above table reveals the result of the variation of the competency scores and its component Soft, core, job related and overall skill scores across the retirement.

(i) Variation of the Soft Skill Score Across Retirement Rank

The rank category “above Naik” has the maximum soft skill score 35.566. Similarly, the rank category “Naik” and “below Naik” has the 27.744 and 28.648 Soft skill score respectively. It has $\chi^2=59.834$, $p=0.00$, $df=2$, *Since P value is less than 0.05 ($p<0.05$) we reject the null hypothesis that means there is significant difference in the Soft Skill Scores across the Retirement Rank.*

(ii) Variation of the Core Skill Score Across Retirement Rank

The rank category “above Naik” has the maximum Core skill score 35.566. Similarly, the rank category “Naik” and “below Naik” has the 27.744 and 28.648 Soft skill score respectively. *It has $\chi^2=45.354$, $p=0.00$, $df=2$ which means we reject the null hypothesis as the p value is less than 0.05 ($p<0.05$). Hence, there is a difference in the Soft Skill Scores across the Retirement Rank.*

(iii) Variation of the Job-related Skill Score Across Retirement Rank

The rank category “above Naik” has the maximum Job-related score 35.905. Similarly, the rank category “Naik” and “below Naik” has the 31.473 and 32.114 job related score respectively. *The KW test of job-related scores reveals that $\chi^2=21.821$, $p=0.00$, $df=2$ since the p value is lesser than 0.05 ($p<0.05$) the null hypothesis is rejected and it is concluded that there is significant difference in the Job-related Scores across the Retirement Rank.*

(iv) Variation of the Overall Skill Score Across Retirement Rank

The rank category “above Naik” has the maximum Overall skill score 107.622. Similarly, the rank category “Naik” and “below Naik” has the 88.270 and 91.797 overall skill score respectively. Lastly the overall variation of skill scores across the retirement rank is checked.

The result reveals that there is a difference between the overall skill scores across the retirement rank $\chi^2=59.776$, $p=0.00$, $df=2$. Hence, the null hypothesis is rejected and it is concluded that statistically there is a difference in the Overall Skill Score across the Retirement Rank.

The overall skill scores and its component (soft, core and job related) is mostly high in the rank category “Above Naik”.

(c) Variation of the Job Attitude Score Across Retirement Rank

The last part of the table, reveals the result of the variation of the competency scores of job attitude across the retirement rank.

(i) Variation of the Job involvement Scores Across Retirement Rank

The rank category “Above Naik”, has the Maximum Job Involvement Score 38.471. Similarly, the rank category “Naik”, and “Below Naik”, has the 37.315 and 37.506 job involvement scores respectively. ***It is revealed that the Sub-component of job attitude scores i.e., Job involvement scores $\chi^2=3.810$, $p=0.149$, $df=2$. Since p value is more than 0.05 ($p>0.05$) we fail to reject the null hypothesis that means there is no significant difference in the Job Involvement Scores across the Retirement Rank.***

(ii) Variation of the Job Satisfaction Scores Across Retirement rank

The rank category “*Above Naik*”, has the Maximum Job Satisfaction Score 35.933. Similarly, the rank category “*Naik*”, and “*Below Naik*”, has the 37.067 and 36.351 job satisfaction score respectively. *Similarly, another component of the job attitude i.e., job satisfaction is $\chi^2=1.774$, $p=0.412$, $df=2$ which means we fail to reject the null hypothesis as the p value is more than 0.05 ($p>0.05$). Hence, there is no difference in the Job Satisfaction Scores across the Retirement Rank.*

(iii) Variation of the Organization Commitment Scores Across Retirement Rank

The rank category “*Above Naik*”, has the Maximum Organizational Commitment Score 39.915. Similarly, the rank category “*Naik*”, and “*Below Naik*” has the 40.112 and 40.891 job involvement scores respectively. *The KW test of another component of job attitude scores i.e., organisation commitment scores have $\chi^2=3.901$, $p=0.142$, $df=2$ since the p value is more than 0.05 ($p>0.05$) the null hypothesis fails to get rejected and it is concluded that there is no significant difference in the Organisational Commitment Scores across the Retirement Rank.*

However, the job attitude scores are mostly equal in all the rank category. The lack of a statistically significant difference in overall job attitude scores across retirement ranks may suggest that job attitude is influenced by factors beyond rank alone. One possible reason might be the shared military culture, which instils discipline, adaptability, and a strong work ethic across all ranks.

Competency plays important role in a job market. It is the essential factor when it comes to acquiring a Second Career. Ex-Servicemen are the set of human resource who doesn't fit into the category of retired, as they are still young and have major financial responsibilities in their lives. The Ex-Servicemen are still very talented and have mastery over diversified fields. Due to early retirement, the Second Career for ESM is an essential factor. Therefore, mapping their competency is essential in order to understand their capabilities and also to check whether there is any association among the retirement rank and other demographic profile.

Therefore, the chapter conducts detailed Competency Mapping of ESM. Competency Mapping is the concept that measures the level of competency that a group or individual holds to perform certain job roles. Hence, the present chapter conducts the Competency Mapping by way of summated scores. In the subsequent chapter the entire ESM will be grouped based on their level of competencies. Furthermore, the tracks, horizontal and the verticals will be suggested based on their level of Competencies in the next chapter.

Chapter ~ 5

CHAPTER– 5

THE SECOND CAREER PREFERENCE & EXISTING CAREER PATH (TRACKS, VERTICALS & HORIZONTALS MOVEMENT) FOR INDIAN ARMY EX-SERVICEMEN

5.1. BACKGROUND OF THE STUDY

The idea of a "second career" has gained popularity during a period of rapid technological advancement, shifting economic conditions, and social mores. When someone seeks a second career, it merely indicates that they have already developed and pursued a primary career. Numerous reasons, such as the pursuit of long-term goals, financial needs, self-satisfaction influences this shift, which usually occurs later in life (*Shwartz & Dori, 2020*). Economic considerations also play a major role in the decision to pursue a second career. Many people are being compelled to work past the usual retirement age due to rising life expectancies and worries about their retirement money (*Moen, 2016*).

However, second career is more essential for the ESM (*Tripathi, 2016; Sudha, 2016*) due to their job profile especially to those who are retiring in the rank category “**Other Rank**”. The transition to a second career is crucial for them as it provides them with not only financial stability but also a sense of purpose and identity in a world that is markedly different from their military experience (*Galily & Shimon, 2012; Ahern et al., 2015, Manderschied, 2007*). In addition to offering financial security, employment fosters a sense of achievement and community, all of which are essential for psychological well-being (*Drebing, 2004*). Thus, a second career can be quite helpful in assisting veterans in readjusting to civilian life and lower their chance of developing depression, anxiety and other mental health problems that they frequently encounter as

the chances of the suicide cases is evident in their case (*Gardner, 2013; Landes et al., 2021*). After spending a large time of their lives serving their nation, ESM have a special set of abilities, perspectives and ideals that make them great assets in civilian employment. But leaving the military services and entering the civilian world is not without its difficulties, especially when it comes to finding second career. Among other things, serving in the military develops discipline, leadership, cooperation, and problem-solving abilities. These skills are extremely transferable to civilian professions in addition to being vital in the military forces.

For example, the logistics, project management, and emergency service businesses strongly value the capacity to perform under pressure, which is a hallmark of military people (*Smith, 2021*). Furthermore, technological talents from the military, including those in engineering and IT, can be immediately employed in the civilian world. Positions in federal agencies, police departments and private security companies may be a good fit. *Jones (2020)* claims that veterans are accustomed to standards and processes that are comparable to those in the military, they frequently do well in these professions.

As compared to the other counterpart ESM retires at an early age of 35-48 years. Hence, this early retirement brings many financial challenges to the lives of the ESM (*Maharajan & Subramani, 2014; Sharma et. al, 2014*) There are various resettlement infrastructures that help ESMs to get a second career but there is a lack of information as to the detailed career path (*Tracks, Verticals & Horizontals moments*).

Hence, this chapter undertakes an in-depth study of the work preferences of Ex-Servicemen (ESM), which includes the sectoral preference and specific job role preferences. The latter part of the chapter employs cross-tabulation techniques to

examine the association between Work preferences and Demographic profile such as retirement rank, marital status, age, family type and Army background etc.

The final section of the chapter undertakes the detailed post-retirement career paths of ESMs. This structuring of career path is derived from the cluster framework established in Chapter *(as per Myer Briggs personality role)* Four, wherein the defining characteristics of each cluster are discussed extensively. The four clusters; **Sentinels, Diplomats, Explorers, and Analysts** are differentiated based on their competency scores obtained in chapter one. Drawing on the unique personality attributes associated with each cluster, this section presents a tailored mapping of career paths relevant to the identified profiles depending on the cluster type.

5.2 RATIONALISATION OF THE STUDY

ESM retires early as compared to its other counterparts. After retirement, they come and join the civilian job market and search for a second career as their financial responsibilities are still high. There are many job opportunities in the civilian market where ESM can find employment. There are various national and state-level resettlement infrastructures that help ESM in finding a second career. However, there is a gap between the available job and the job that aligns with the competencies of the ESM. Therefore, the present chapter serves as the roadmap to the ESMs who have been searching for a job or who are in a need of a job. The present chapter also guides those ESMs who are presently dissatisfied with their present job role as the job role does not match their competencies.

The chapter brings out the detailed content search of the career path based on the competencies of the ESM grouped in the cluster having different Knowledge, Skills,

and Job Attitude Score. The study has identified various sectors where the ESM gets placed the most after retirement in the civilian market. However, in order to validate these sectors, the sectoral preference of the ESM is also captured. In addition to these, the chapter also brings out the gap in the preference and the reality of the present job market.

5.3 Research Intention

The primary aim for this section is to strategize the Second Career Structuring (*Tracks, Verticals & Horizontals Movements*) for the Indian Army Ex-Servicemen. It was attained through identifying *the Preferred Employment Mode, Sector and Job Role* for Ex-Servicemen as their second career. However, the research is also keenly interested to segment the Ex-Serviceman based on their Competency (*Knowledge, Skill and Job Attitude*) score into the different clusters; finally strategizing the cluster wise Second Career Structuring (*Tracks, Verticals & Horizontals Movements*) for the Indian Army Ex-Servicemen.

5.4 Analytical Framework

The Indian Army Ex-Servicemen have been broadly categorized into three i.e. *Commissioned Officers (CO), Junior Commissioned Officers (JCO) and Other Ranks (OR)*. In these three categories' there are different *ranks / insignia*. Whereas under the "*Other Ranks*" categories, number of workforce retiring from their services is in huge numbers (approx. 70 %) of total workforce of the armed forces. They enter into the armed force especially after completing their Secondary Schooling / Higher Secondary Schooling. After 15 to 20 years of service in the armed force, they have wide range of knowledge and expertise in their respective field of operation depending upon

their ranks. The “*Other Ranks*” are broadly classified into “*Above Naik*”, “*Naik*” & “*Below Naik*”. The study majorly concentrates only on the “*Other Ranks*” of Ex-Servicemen.

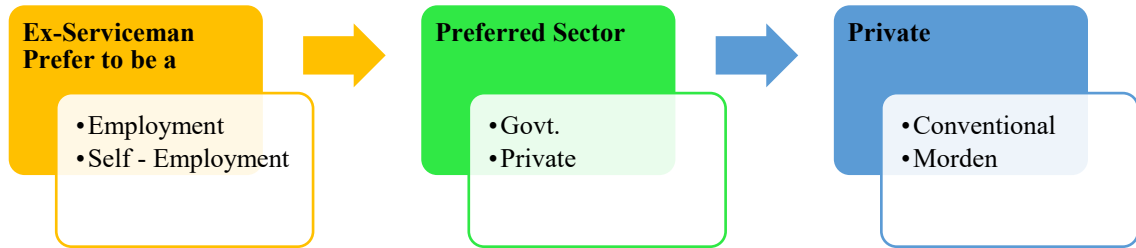
5.4.1 Method of Identifying the Preferred Employment, Sector & Job Role

The Ex-Servicemen are dedicated workforce and even after retirement, ESM can perform well in the civilian sector as well. Therefore, the researcher tries to identify the *Preferred Employment Mode, Sector and Respective Job Roles* according to their knowledge, skills, and attitude that they have acquired in the service, which can be still utilized in the civilian job market. Therefore, the study employs cross-tabulation of *Choice of Employment* based on Ex-Servicemen demographic profiles such as *age, marital status, work preference, Army background, spouse/parent dependency, and current employment* and use the Chi-square test to demonstrate the statistically significant association of the following broad research hypotheses

H₇: There is a significant association between the *Choice of Employment* and their demographic profile such as *age, marital status, work preference, Army background, spouse/parent dependency, and current employment* of Ex-Servicemen.

The following approach is used to exhibits the preference of second carer of the Ex-Servicemen in the *Figure No 5.1*

Figure No. 5.1: Approach to Exhibit the Preferred Second Carrer of ESM



Source: Created by the Researcher

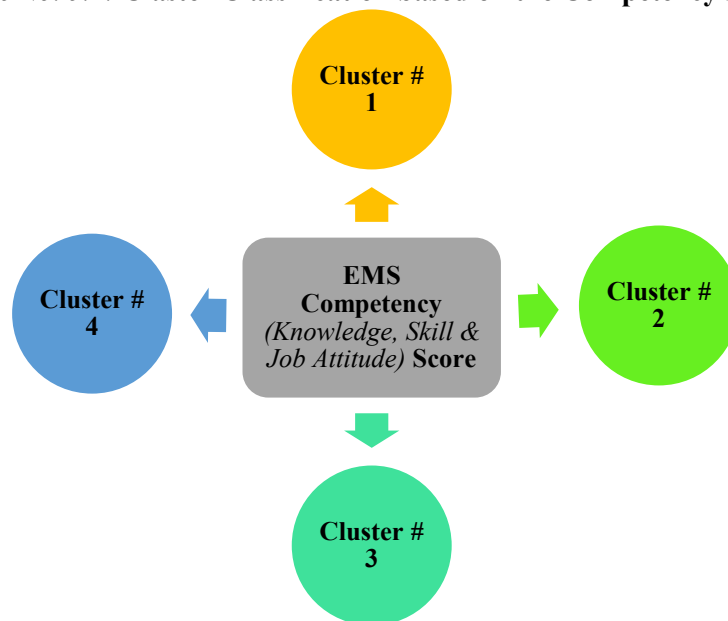
The *sample distribution tree* is used to exhibit the Ex-Servicemen preference to work under the employer or want to start their own venture (*i.e. self-employment*). Further if they are interested in the employment, it was bifurcated into **Government Sector and Private (Conventional & Modern) Sector**. The **Conventional Private Sector** includes *Management, Power, Textile, Retail and Logistics* whereas the **Modern Private Sector** covers *IT-ITes, Sport & Fitness, Food Processing, Tourism & Travel and Green Energy Sector*. The detailed tabulation is made to understand the most and least preferred job role in the **Private (Conventional & Modern) Sector**.

5.4.2 Computational Framework for Competency Based Clustering

The researcher is also keen concerned to segment the Ex-Serviceman based on their Competency (**Knowledge, Skill and Job Attitude**) Score, which was computed in the pervious chapter into different groups for strategizing combined efficacious Second Career Structuring (**Tracks, Verticals & Horizontals Movements**) for the Indian Army Ex-Servicemen.

Therefore, the researcher deployed the *cluster analysis* which is a statistical method that organizes data into groups (clusters) based on shared characteristics, ensuring that ESM within the same cluster is more like each other than to those in other clusters. In other words, it divides related observations into homogenous subsets based on their Competency (*Knowledge, Skill and Job Attitude*) Score. According to the characteristics of the cluster members its was appropriately named.

Figure No. 5.2: Cluster Classification based on the Competency Score



Source: Created by the Researcher

In addition to that, the study employs cross-tabulation of *different clusters* based on Ex-Servicemen demographic profiles such as *age, marital status, work preference, Army background, spouse/parent dependency, and current employment* and use the Chi-square test to demonstrate the statistically significant association of the following broad research hypotheses.

H₈: There is a significant association between the various clusters *and* their demographic profile such as *age, marital status, work preference, Army background,*

spouse/parent dependency, and current employment of Ex-Servicemen.

5.4.3 Conceptual Framework of Second Career Structuring

Finally, the researcher prepared the combined efficacious strategy for the Second Career Structuring (*Tracks, Verticals & Horizontals Movements*) for each cluster of the Indian Army Ex-Servicemen. The cluster-wise Tracks for the entire 10 preferred Private (*Conventional & Modern*) Sector.

Figure No.: 5.2 Structure of Cluster wise Tracks Vertical & Horizontal Movements

Cluster # 1					
Sectors (S)	←Horizontal Movement→				
	Tracks (T)			Different Tracks within the Sector (TWS)	Opportunities to Other Selected Sectors (OS) [#]
		Vertical Movement ↑ ↓	Job Roles		
S ₁	T ₁		JR ₁ JR _n	TWS ₁	OS ₁
.	.	.	.	.	.
.	.	.	.	.	.
.	.	.	.	.	.
.	.	.	.	.	.
S _n	T _n	.	.	TWS _n	OS _n

Source: Designed & structured by researcher

The **Conventional Private Sector** includes *Management, Power, Textile, Retail and Logistics* whereas the **Modern Private Sector** compressing of *IT-ITes, Sport & Fitness, Food Processing, Tourism & Travel and Green Energy Sector*. The track includes the Vertical Movements as well as Horizontal Movements with different Job Roles within the industry which are clearly exhibited in the structured manner in *Figure No: 5.2*.

5.5 RESULTS & DISCUSSION

A second career is essential for Ex-Servicemen (ESM) to sustain their livelihood after military service. In addition to receiving employment-related assistance, ESM also have

access to subsidized loans to support their entrepreneurial ventures. The preference between employment and self-employment may depend on various factors. Therefore, this study aims to examine the association between demographic factors and work preferences among ESM. The below *Table No: 5.1* exhibited the demographic profile of the Ex-Serviceman and its association between their choice of employment.

Table No. 5.1: Demographics Characteristics of the Ex-Servicemen and their Association Between their Preference of work

Demographic Classification of Ex-Serviceman	Preference of work		
	Employment	Self-Employment	χ^2
Age:			
Less than 45 (n=103)	76	27	0.617 ^{NS} (0.73)
46-52 yrs (n=146)	114	32	
Above 52 yrs (n=138)	105	33	
Marital Status			
Un-Married (n=27)	16	11	5.87* (0.05)
Married (n=326)	250	76	
Others (n=34)	29	5	
Army Background			
Yes (n=217)	165	52	0.792 ^{NS} (0.67)
No (n=170)	13	40	
Whether the spouse is working			
Yes (n=83)	47	36	22.40*** (0.00)
No (n=304)	248	56	
Family Type			
Nuclear (n=218)	153	66	15.57*** (0.00)
Joint (n=151)	130	21	
others (n=18)	13	5	
Parents independent			
No (n=197)	137	60	9.89**** (0.02)
Yes (n=190)	158	32	
Retirement Rank			
Below Naik (n=148)	99	49	11.52*** (0.00)
Naik (n=133)	109	24	
Above Naik (n=106)	87	19	

Note. *** 1% Significance ** 5% Significance * 10% Significance ^{NS} - Not Significance

Source: Computed and Compiled by the researcher, Primary data

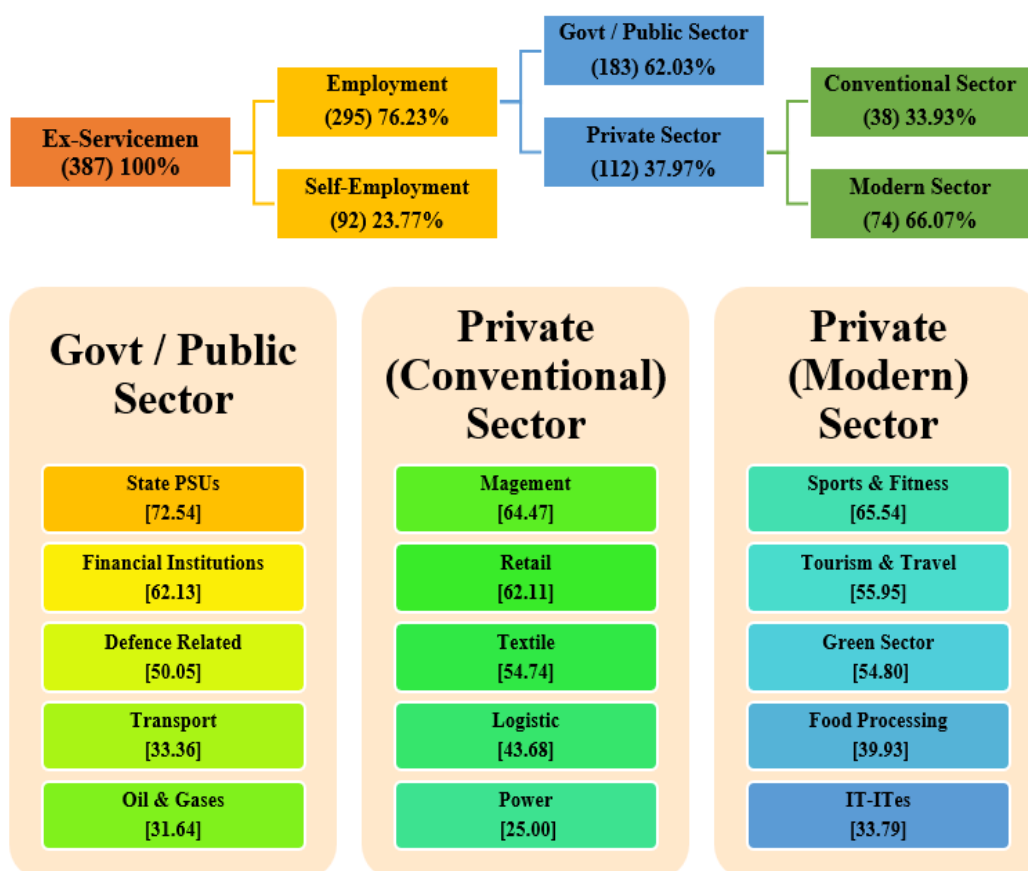
The study identifies seven important demographic variables of the ESM highlighted in the above table. Further, the study also attempts to check the association of these demographic variable with the choice of employment. ***The above result reveals that there is a significant association between the Choice of Employment (i.e., whether to opt for the Employment or Self-employment) and Demographic Variable such as marital status, whether spouse is independent, family type, parents' independence and retirement rank.*** Their respective p values are for marital Status ($\chi^2=5.87$, $p=0.05$, $df=2$), for whether spouse is working ($\chi^2=22.40$, $p=0.00$, $df=2$), for family type ($\chi^2=15.57$, $p=0.00$, $df=2$), for if parents are independent ($\chi^2=9.89$, $p=0.02$, $df=2$) and for retirement rank ($\chi^2=11.52$, $p=0.00$, $df=2$). ***Hence, we reject the null hypothesis.***

In addition to this, the study also reveals that there is no significant association between the Demographic Variable such as age and the Army background as their p values are above 0.05 i.e., for Age ($\chi^2=0.617$, $p=0.73$, $df=2$) and for Army background ($\chi^2=0.792$, $p=0.97$, $df=2$). ***Hence, the study fails to reject the null hypothesis.***

When Ex-Servicemen (ESM) transition happens in the civilian workforce, they have the option to pursue either employment or self-employment. Those opting for self-employment may choose to establish a new venture or continue an existing family business. Alternatively, ESM seeking employment have opportunities in both the public and private sectors.

In the public sector, various provisions such as age relaxations and reserved quotas facilitate their recruitment, ensuring a smoother transition. Meanwhile, the private sector, spanning both conventional sectors and modern sector, values the discipline, dedication, and leadership qualities that ESM bring to the workforce.

Figure No. 5.3: Preference of work along with their sectoral Preference after Retirement



Source: Computed and Compiled by the researcher based on the Primary data

The analysis reveals that a majority (76.23%) of Ex-Servicemen (ESM) prefer employment over self-employment (23.77%), with (62.03%) opting for government/public sector jobs due to benefits like job security and reservations. Meanwhile, 37.97% choose private sector employment, where modern industries (66.07%) attract more ESM than conventional sectors (33.93%). Within the government sector, State PSUs with (72.54 mean score) and financial institutions (62.13) are the most preferred, whereas transport (33.36) and oil & gas (31.64) see lower interest. In the private sector, management (64.47) and retail (62.11) dominate conventional industries, while sports & fitness (65.54), tourism (55.95), and the green sector (54.80) lead in modern industries. The findings indicate that while government

jobs remain the primary choice, there is a growing inclination towards private-sector roles, particularly in emerging fields, though self-employment remains less popular despite available financial support.

The study further attempts to identify the preference of the ESM for the specific job role under each sector of both conventional and modern sectors of private jobs. However, there are more than a thousand job roles under each sector which is difficult to rank in the study. Therefore, for the convenience of the study the researcher identifies and presents 10 job roles under each sector to showcase the preference of the job role of the ESM under each sector of Private Job. Following Table No. 5.2 & 5.3 highlights the Sectoral Preference and the Job Role Preference of the ESM.

The data indicates that within the private conventional sector, management, retail, and textile are the most preferred career choices among Ex-Servicemen, whereas logistics and power are the least preferred. Similarly, within the private modern sector, sports & fitness, tourism, and the green sector emerge as the most sought-after fields, while IT-ITeS and food processing receive comparatively lower preference. These trends suggest that Ex-Servicemen are more inclined towards dynamic and service-oriented industries, while sectors requiring specialized technical expertise, such as IT and power, attract fewer candidates. This analysis provides valuable insights into the career transition preferences of Ex-Servicemen, highlighting the need for targeted skill development programs to enhance their employability across diverse sectors.

Table No 5.2: Sectoral Preference of The Ex-Servicemen in The Conventional Sector

Sectors	Most Preferred Job Roles						Least Preferred Job Roles		
Management (64.47)	Assessor (18.1%)	Recruitment Executive HR (17.5%)	Survey Supervisor (14.7%)	Master Trainer (13%)	Security Officer (11.3%)	Hindi Typist (7.9%)	Secretary (6.8%)	Fire Fighter (6.2%)	Instructional Designer (4.5%)
Retail (62.11)	Visual Merchandise (17.1%)	Business leader/Multi- outlet Retailer (13.8%)	Retail Trainee Associate (14.4%)	Distributor salesman (13.3%)	Retail Associate cum Cashier (12.2%)	Retail Team Leader (10.5%)	Sales supervisor (6.6%)	Self-employed e-tailer (6.6%)	Seller Activation Executive (5.5%)
Logistics (43.68)	Warehouse Manage (19.8%)	Cargo surveyor (16.9%)	Vessel operator (15.7%)	Warehouse Executive (15.1%)	Land Transport Executive (12.2%)	E-Commerce team lead (7.0%)	Cold Chain Lead (5.8%)	EXIM- Executive (5.2%)	Courier Manager (2.3%)
Food Processing (39.93)	Fruits and vegetable selection in charge (29.2%)	Processed food Entrepreneur (11.4%)	Multi Skill Technician (Food Processor) (9.9%)	Industrial Production worker (9.9%)	Traditional Snack and savory Maker (9.4%)	Dairy Products Processor (8.9%)	Production Manager (8.4%)	Cottage cheese maker (8.3%)	Milling Technician (4.5%)
Power (25.00)	Electrical winder (16.3%)	Consumer Energy Meter Technician (16.3%)	surveyor- Transmission line (15.7%)	Pipe Fitter (12.9%)	Technical Helper Distribution (12.4%)	Industrial Electrician (11.2%)	Engineer transmission (7.9%)	Coal Handling operator (3.9%)	Line man Distributor (3.4%)

Note: % denotes the preference of the ESM within that particular sector.

Source: Collected and Prepared by the Researcher

Table No 5.3: Sectoral Preference of The Ex-Servicemen in The Morden Sector

Sectors	Most Preferred Job Roles						Least Preferred Job Roles		
Sports & Fitness (65.54)	Sports Masseur (20.4%)	Strength and conditioning coach (19.8%)	Fitness trainer (19.5%)	Community sports coach (16.7%)	Fitness centre Head (6.2%)	Personal fitness Trainer (5.9%)	Group Fitness trainer (4.6%)	Physical Activity Facilitator (3.4%)	Self-Defence Instructor (3.4%)
Tourism & Travels (55.95)	Tour manager (19.0%)	Paragliding Coach (17.0%)	Assistant Facilities manager (14.9%)	Guest House Care taker (14.9%)	Outlet Manager (9.2%)	House Keeping Executive (8.3%)	Fron Office associates (8.0%)	Facility Management Executive (6%)	Food Delivery Associate (2.6%)
Green Sector job (54.80)	Rooftop solar Grid Engineer (19.2%)	Solar PV manufacturer operator (17.5%)	Manger waste management (17.2%)	Waste Picker (16.4%)	Paper bag maker (15.3%)	Septic tank technician (4.7%)	Solar PV installer electrical (3.6%)	Safai Karam chari (3.1%)	Solar PV Designer (3.1%)
Food Processing (39.93)	Fruits and vegetable selection incharge (19.2%)	Processed food entrepreneur (11.4%)	Industrial production worker (9.9%)	Multi Skill Technician (food processor) (9.9%)	Traditional Snack and savoury maker (9.4%)	Dairy products processor (8.9%)	Cottage cheese maker (8.4%)	Production manager (8.4%)	Milling technician (4.5%)
IT-Ites (33.78)	Pack collection Executive (15.0%)	Pack-Associate Desktop Publishing (14.7%)	Analyst (14.3%)	Technical support Executive (13.5%)	Security Analyst (12.6%)	Pack associate analytics (12.4%)	Product Executive (11.1%)	Pack Design Engineer-Engineering Analysis (3.0%)	Pack Hardware Engineer (1.9%)

Note: % denotes the preference of the ESM within that particular sector.

Source: Collected and Prepared by the Researcher

5.5.1 Results of Competency Based Clustering

The study has classified four competency-based clusters, naming them based on the personality roles from the Myers-Briggs Framework (*Simkus, 2024*) The researcher applied the cluster analysis to effectively segment the Ex-Servicemen into the manageable groups to design the second career (*Tracks, Verticals & Horizontal Movements*) structuring. According to the competency (*Knowledge, Skill, Job-attitude*) score of the Ex-Servicemen will be used to clustering the sample of Ex-Servicemen into the homogenous subsets. The following *Table No 5.4.* highlights the cluster members characteristics.

Table No 5.4.: Characteristics of Cluster Members

Cluster Members Characteristics	Cluster				Total Samples
	Sentinels	Diplomats	Explorers	Analysts	
Total No. of Members	129	97	93	68	387
Percentage	33.33%	25.06%	24.03%	17.57%	100.00%
Knowledge Scores	80	55	67	56	63.56
Skill Scores	128	85	104	70	94.92
Job Attitude Scores	125	103	115	118	114.55
Competency Score	333	243	286	244	273.03

Source: Computed and Compiled by the researcher, Primary data

Four clusters were obtained based on the characteristic of the member clusters such as,

Sentinels, Diplomats, Explorers, and Analysts

First Cluster is termed as "**Sentinels**". The *Sentinels* are the people who execute things well and they are *Practical, cooperative, grounded, loyal to best practices, excellent managers and community officials*. These personality types seek order and value relationships more. These personality types remain loyal to establishing best practices.

They are good at guiding others and are excellent managers and community officials.

Second Cluster is termed as “**Diplomats**”. Diplomats are mediators, kind, altruistic, sociable, supportive, prioritize harmony, and thrive in collaborative environments. They always help others and sociable free spirits.

Third Cluster is termed as “**Explorers**” they are *Free spirits, adapt to changes quickly, seek new experiences, embrace challenges, driven by curiosity* and they adapt to changes quickly. They are entertainers but introverted and sensitive at the same time.

Fourth Cluster is termed as “**Analysts**”. The Analysts are rational stimulators rational, knowledge seekers, analyse information thoroughly, make logical decisions, excel in research and problem-solving. They are knowledge seekers they face uncertainty by breaking it down to understand each factor and consequence.

5.5.2 Association between the Competency Based Clustering and ESM Demographic Profile

The sample for this study comprises Ex-Servicemen (ESM) from various states, representing diverse socio-economic backgrounds. Each cluster within the study consists of ESM who share similar levels of competency, ensuring internal homogeneity. However, competency levels vary across different clusters, highlighting the distinctions between them. Given these variations, examining the association between demographic profiles and cluster categorization becomes essential. The study examines the association between demographic variables such as *age, marital status, work preference, Army background, spouse/parent dependency, and current employment* and the different clusters formed is reported in the *Table No: 5.5*

Table No. 5.5 Demographic Profiles and Its Association Different Groups of EMS

Age	Different Clusters				Total	Test
	Sentinels	Diplomates	Explorer	Analysts		
<i>Less than 45</i>	34 (33.0%)	25 (24.3%)	26 (25.2%)	18 (17.5%)	103 (100.0%)	6.20 ^{NS} (.401)
<i>46 - 52 Yrs</i>	45 (30.8%)	36 (24.7%)	43 (29.5%)	22 (15.1%)	146 (100.0%)	
<i>Above 52 Yrs</i>	50 (36.2%)	36 (26.1%)	24 (17.4%)	28 (20.3%)	138 (100.0%)	
Total	129 (33.3%)	97 (25.1%)	93 (24.0%)	68 (17.6%)	387 (100.0%)	
Marital Status	Different Clusters				Total	Test Stats
	Sentinels	Diplomates	Explorer	Analysts		
<i>Unmarried</i>	9 (33.3%)	6 (22.2%)	6 (22.2%)	6 (22.2%)	27 (100.0%)	7.226 ^{NS} (.300)
<i>Married</i>	108 (33.1%)	77 (23.6%)	82 (25.2%)	59 (18.1%)	326 (100.0%)	
<i>Others</i>	12 (35.3%)	14 (41.2%)	5 (14.7%)	3 (8.8%)	34 (100.0%)	
Total	129 (33.3%)	97 (25.1%)	93 (24.0%)	68 (17.6%)	387 (100.0%)	
Parents are Independent	Different Clusters				Total	Test Stats
	Sentinels	Diplomates	Explorer	Analysts		
<i>No</i>	61 (31.0%)	52 (26.4%)	46 (23.4%)	38 (19.3%)	197 (100.0%)	1.71 ^{NS} (.635)
<i>Yes</i>	68 (35.8%)	45 (23.7%)	47 (24.7%)	30 (15.8%)	190 (100.0%)	
Total	129 (33.3%)	97 (25.1%)	93 (24.0%)	68 (17.6%)	387 (100.0%)	
Presently Employed	Different Clusters				Total	Test Stats
	Sentinels	Diplomates	Explorer	Analysts		
<i>No</i>	86 (32.7%)	69 (26.2%)	69 (26.2%)	39 (14.8%)	263 (100.0%)	5.72 ^{NS} (0.12)
<i>Yes</i>	43 (34.7%)	28 (22.6%)	24 (19.4%)	29 (23.4%)	124 (100.0%)	
Total	129 (33.3%)	97 (25.1%)	93 (24.0%)	68 (17.6%)	387 (100.0%)	

Table No. 5.5 Demographic Profiles and Its Association Different Groups of EMS

Work Preference	Different Clusters				Total	Test Stats
	Sentinels	Diplomates	Explorer	Analysts		
Employment	95 (32.2%)	82 (27.8%)	74 (25.1%)	44 (14.9%)	295 (100.0%)	9.72** (0.02)
Self-Employment	34 (37.0%)	15 (16.3%)	19 (20.7%)	24 (26.1%)	92 (100.0%)	
Total	129 (33.3%)	97 (25.1%)	93 (24.0%)	68 (17.6%)	387 (100.0%)	
Army Background	Different Clusters				Total	Test Stats
	Sentinels	Diplomates	Explorer	Analysts		
No	60 (27.6%)	59 (27.2%)	63 (29.0%)	35 (16.1%)	217 (100.0%)	13.20** (0.04)
Yes	69 (40.5%)	38 (22.6%)	30 (17.9%)	33 (19.0%)	170 (100.0%)	
Total	129 (33.3%)	97 (25.1%)	93 (24.0%)	68 (17.6%)	387 (100.0%)	
Whether Spouse Employed	Different Clusters				Total	Test Stats
	Sentinels	Diplomates	Explorer	Analysts		
No	103 (33.9%)	80 (26.3%)	77 (25.3%)	44 (14.5%)	304 (100.0%)	9.74** (0.02)
Yes	26 (31.3%)	17 (20.5%)	16 (19.3%)	24 (28.9%)	83 (100.0%)	
Total	129 (33.3%)	97 (25.1%)	93 (24.0%)	68 (17.6%)	387 (100.0%)	

Note. *** 1% Significance ** 5% Significance *10% Significance ^{NS} - Not Significance

Source: Computed and Compiled by the researcher, Primary data

The table indicates that the p-values for age (0.40), marital status (0.30), parents' dependency (0.63), and present employment (0.12) all exceed the threshold of 0.05. As a result, the null hypothesis cannot be rejected, suggesting that these demographic factors do not exhibit a statistically significant association with the identified clusters. Conversely, the table also reveals significant associations between work preference ($p = 0.02$), army background ($p = 0.04$), and spouse employment ($p = 0.04$) with the clusters, as their p-values are below the 0.05 threshold. Consequently, the null

hypothesis is rejected for these variables, indicating that they play a significant role in differentiating between the clusters.

5.5.3 Detailed Second Career Structuring for Ex-Servicemen

According to the Myers-Briggs Framework 2013 of personality roles, the study has classified into four clusters based on the Competency (*Knowledge, Skill, Job-attitude*) Score of the Ex-Servicemen. This cluster classification helps identify the combined efficacious strategizing the Second Career Structuring (*Tracks, Verticals & Horizontals Movements*) within and across the sectors for each cluster of the Indian Army Ex-Servicemen. The following *Figure No:5.4* example illustrates career tracks, including horizontal movement within the same sector and across the 10 selected sectors, as well as the vertical progression of a specific track within ‘Sentinel’.

Figure No. 5.4.: Summary of Detail of Sentinel Cluster Carrer Path along with their Horizontal Movement

Describe the Cluster (C1-Sentinels): Knowledge score-67, Skill scores- 104 Job Attitudes-127 Competencies: Logisticians, Defenders, Executives, Consuls, cooperative, practical, and grounded. (<i>Analytics, 2011</i>)			
Sectors (S) (N=10)	←Horizontal Movement→		
	Tracks (T) (N=28)	Different Tracks within the Sector (TWS) (N=35)	Opportunities to Other Selected Sectors (OS) [#] (N=32)
C1. S1. Logistics	1.T1. Warehouse (<i>Packing & and storage</i>), 2.T2. Storage 3.T3. Management system operation	1. Land and logistics 2. Courier and Express 3. Courier and Mail Services 4. EXIM 6. Logistics 7. E-commerce	1. Office Administration and Management 2. Tours and travels 3. Organised Retail 4. Textile 5. Green Sector Jobs
C1. S2. Tours and Travels	4.T1. Ropes Courses (<i>Rock Climbing & Abseiling, Challenge Course, Zip</i>), 5.T2. Food Production & Kitchen, 6.T3. Food & Beverage Service, 7.T4. Property Management Operations, 8.T5. Travel Agency	1. Hotel and restaurant 2. Leisure and adventures 3. Transportation and travels 4. Accommodation	1. Organised Retail 2. Sports 3. Management 4. Food Industry
C1.S3 Power	9.T1. Operation & Maintenance – Generation 10.T2. Operation and Maintenance – Distribution 11.T3. Erection, Installation, and Commissioning – Distribution 12.T4. Operation & Maintenance; Erection, installation and commissioning - Transmission	1. Transmission 2. Power Generation 3. Renewable energy 4. Power equipment manufacturer	1. Environment Science 2. Food Industry 3. Organised Retail 4. Green Sector

Source: *Compiled and Created by Researcher, using Secondary data from Sectoral skill council, National skill qualification framework, and National Qualification register*

The study identifies 28 career tracks across 10 sectors, highlighting key opportunities for career growth. For instance, in the Logistics sector, professionals can engage in warehouse operations, storage, and management system operations. The Tours and

Travels sector includes roles such as ropes course instructors, food production and kitchen staff, food & beverage service providers, and travel agency professionals. Similarly, the Power sector encompasses various technical roles, including power generation, distribution, and commissioning. Beyond these specific tracks, the study highlights 35 horizontal movement opportunities within the same sector. For example, in Logistics, ESM can shift between roles in land and logistics, courier services, EXIM (Export-Import), and e-commerce.

The vertical movement of a track represents the career progression within a specific job role, outlining how individuals can advance from entry-level positions to senior leadership roles. Following table illustrate the vertical movement of the track 1 warehouse.

Figure No. 5.5.: Summary of Detail Sentinel Cluster Job Description Job Role on Vertical Movement

Table No. C1.S1.T1 (C1) Sentinel → (S1) Logistics → (T1) Warehouse			
JOB DESCRIPTION	vertical movement ↑	JOB ROLES	
Planning and implementing Policies		MD ⁺	
Creating strategies with senior management		Operation Head ⁺	
Ordering new inventory items from suppliers		Warehouse Lead ⁺	
Overseeing security, sanitation, and administrative functions		Warehouse Manager ^{\$}	Inventory and Transport Manager ^{\$} Inventory, Materials Manager ^{\$}
Tracking and managing inventory levels		Warehouse Supervisor *	
Supervising warehouse staff and daily activities		Warehouse Executive *	
Supervising warehouse staff and daily activities		Warehouse Associate *	

Note: * represent qualification Below Degree, ^{\$} represents Qualification Degree Level and ⁺ represents above Degree Level

Source: Compiled by the researcher, Secondary Data

The table outlines the vertical movement within the Warehouse track of the logistics sector for the Sentinel (C1) cluster, showing career progression from entry-level to senior leadership roles. It categorizes job roles based on qualifications, distinguishing between those requiring below degree (*), degree (\$), and above degree (+) qualifications. At the entry level, roles such as Warehouse Associate, Warehouse Executive, and Warehouse Supervisor involve handling basic warehouse operations,

tracking inventory, and supervising daily activities. These positions typically require qualifications below a degree level. Moving to the mid-level, roles like Warehouse Manager, Inventory and Transport Manager, and Inventory, Materials Manager focus on inventory control, procurement, and overall warehouse management. These positions require a degree qualification and involve greater responsibility in logistics and operational planning.

At the senior level, professionals can advance to positions such as Warehouse Lead and Operation Head, where they are responsible for creating strategies, coordinating with suppliers, and overseeing warehouse efficiency. The highest role in this track is Managing Director (MD), responsible for policy implementation, strategic decision-making, and overall supply chain management. These senior roles require qualifications above a degree level, along with extensive industry experience. This career progression highlights how individuals can move up the warehouse management hierarchy by gaining experience, acquiring higher qualifications, and developing leadership skills.

Similarly, following is the horizontal movement for the cluster Diplomates.

Figure No. 5.6.: Summary of Detail Diplomats Cluster Career Path along with their Horizontal Movement

Describe the Cluster (C2-Diplomats): Knowledge score-55, Skill scores- 85, Job Attitudes 103 Competencies: Advocates, Mediators, Protagonists, Campaigners, deep intuitive sense. (<i>Analytics, 2011</i>)			
Sectors (S) (N=10)	←Horizontal Movement→		
	Tracks (T) (N=35)	Different Tracks within the Sector (TWS) (N=42)	Opportunities to Other Selected Sectors (OS) [#] (N=32)
C2. S1. Logistics	T1. Gateway Operation T2. Transport Operations, T3. Vehicle Operations T4. Passenger services, Deck Operations, Vessel Operations, Engine Operations T5. Claim Management	1. land Transportation 2. warehousing 3. Courier and Express 4. EXIM 5. E-commerce	1. Organised Retail 2. Office administration and management 3. IT-Ites 4. Tours and travels
C2. S2. Tours and Travels	T1. Mountain-Based Activities (<i>Mountaineering, Trekking, Outdoor</i>) T2. Water-Based Activities (<i>Rafting, Kayaking</i>) T3. Gardening & Landscaping T4. Air-Based Activities (<i>Parasailing, Paragliding, Para motoring, Paratrike</i>) T5. Swimming Pool, Spa, Salon, and Health Club.	1. Facility management 2. Adventure tourism 3. Hotels 4. Tours and Travels 5. cruise	1. Logistics 2. Organised Retail 3. Sports and Fitness 4. Office administration and management 5. Food Industry

Source: Compiled and Created by Researcher, using Secondary data from Sectoral skill council, National skill qualification framework, and National Qualification register

As shown in the above table the study has identified 35 tracks, 42 different tracks within the Sector (TWS) and 32 opportunities to another selected sector (OS). As seen in the figure above the sector logistic has 5 tracks namely gateway operation, transport operation, vehicle operation etc. Similarly, it has 5 different tracks within the sector (TWS) namely land transportation, warehousing, courier and express etc and lastly it has 4 opportunities to other sector namely organised retail, office administration and management, IT-Ites and tours & Tourism etc. Similarly, the detailed tracks of all the 10 sectors are given in the Appendix. Following is the vertical movement of the track gateway officer.

Figure No. 5.7.: Summary of Detail Diplomats Cluster Job Description Job Role on Vertical Movement

Table No. C2.S1.T1 (C2) Diplomats → (S1) Logistics → (T1) Track: Gateway Operation		
JOB DESCRIPTION		JOB ROLES
Planning, coordinating, and monitoring operation	Vertical movement	VP Operations ⁺
supports the strategic plan and develops short-medium range plans		National Head ⁺
Ensure end-to-end smooth running of the operation		Senior Manager ^{\$}
Overall management of the performance		Manager ^{\$}
Responsible for overseeing the shipping activities of an organization.		Supervisor/Shipment Classification Agent [*]
Documentation and creation of bill of Entry		Clearance Support Agent [*]

Note: * represent qualification Below Degree, ^{\$} represents Qualification Degree Level and ⁺ represents above Degree Level

Source: Compiled by the researcher, Secondary Data

The above figure highlights the vertical progression path in the Gateway Operation track with in logistics Sector. The Clearance support agent is the entry level job role followed by the supervisor/ shipment Classification Agent, manager, senior manager and so on. Following is the example of Horizontal movement of the cluster Explorer.

Figure No. 5.8.: Summary of Detail of Explorer Cluster on Carrer Path along with their Horizontal Movement

Describe the Cluster (C3-Explorer): Knowledge score-80, Skill scores- 128, and Job Attitudes-125 Competencies: Adventurers, Entrepreneurs, Virtuosos, Entertainers and quick-thinking. <i>(Analytics, 2011)</i>			
Sectors (S) (N=10)	←Horizontal Movement→		
	Tracks (T) (N=31)	Different Tracks within the Sector (TWS) (N=34)	Opportunities to Other Selected Sectors (OS) [#] (N=27)
C3. S1. Logistics	T1. Documentation and Reporting T2. Customer relationship management T3. -Port Operations Coordination, Documentation, and reporting T4. Freight Forwarding Operations, Customer Service Management, Customs Clearance Operation T5. Sales Operations	1. E-commerce 2. Courier and Express, 3. Port Operations 4. EXIM Logistics	1. office administration and management 2. Retail Management 3. Textile 4. Tour and Travels
C3. S2. Tour and Travels	T1. Housekeeping T2. Front Office Management T3. Guest House/Dharamshala/Lodge	1. Facility management 2. Hotel 3. Tour and Travels	1. Retail Management 2. office administration and management 3. Food Industry
C3.S3 Power	T1. Electrician T2. Engineer- Transmission T3. Operation and Maintenance – Distribution Downstream	1. Transmission 2. Renewable Energy 3. Power Equipment Manufacturing	1. IT-ITes 2. Textile

Source: Compiled and Created by Researcher, using Secondary data from Sectoral skill council, National skill qualification framework, and National Qualification register

The above figure highlights the different tracks suggested for the cluster 3 Explorer. In total there 31 track, 34 different tracks within the sector (TWS) and 27 opportunities to other selected sectors (OS) within ten sectors. The entire horizontal movement for selected 10 sector is given in the appendix. The following figure highlights the vertical progression of the track no 1 Documentation and Reporting

Figure No. 5.9.: Summary of Detail Explorer Cluster Job Description Job Role on Vertical Movement

Table No. C3.S1.T1 (C3) Explorer→ (S1) Logistics (T1) Track: Documentation and Reporting		
JOB DESCRIPTION		JOB ROLES
Planning, monitoring, analysing and troubleshooting	Vertical Movement	MIS head ⁺
Developing and implementing data analysis		Data analyst ⁺
Prepare compile and sort the document for data entry		Date entry operator ^{\$}
Organizing and archiving data		Documentation Assistant [*]

Note: * represent qualification Below Degree, \$ represents Qualification Degree Level and ⁺ represents above Degree Level

Source: Compiled by the researcher, Secondary Data

The above figure highlights the vertical progression path in the Documentation and Reporting track with in Logistics Sector. The Documentation Assistant is the entry level

job role followed by Data entry operator, Data analyst and MIS head. Based on the competency and their personality type following is the horizontal movement for the cluster 4 Analysts.

Figure No. 5.10.: Summary of Detail of Analyst Cluster on Career Path along with their Horizontal Movement

Describe the Cluster (C4): Knowledge score-56, Skill scores- 70 Job Attitudes-118 Competencies: Logicians, Architects, Commanders, Debaters, and rational . (Analytics, 2011)			
Sectors (S) (N=10)	←Horizontal Movement→		
	Tracks (T) (N=37)	Different Tracks within the Sector (TWS) (N=34)	Opportunities to Other Selected Sectors (OS) [#] (N=26)
C4. S1. Logistics	T1. Hub and Branch Operation T2. Project T3. - Fulfilment centre operations	1. E-commerce 2. Courier and Express, 3. Port Operations 4. EXIM Logistics	1. office administration and management 2. Organised Retail 3. Textile 4. Tour and Travels
C4. S2. Tour and Travels	T1. Land-Based Activities (Naturalist) T2. Tour Packaging T3. Transportation	1. Facility management 2. Hotel 3. Tour and Travels	1. Organised Retail 2. office administration and management 3. Food Industry
C4.S3 Power	T1. Industrial Engineer T2. Engineering & maintenance	1. Transmission 2. Renewable Energy 3. Power Equipment Manufacturing	1. IT-ITes 2. Textile
C4.S4 Organised Retail Management	T1. Store Operation T2. Sales (Door to Door) T3. FMCG Sales Representative	1. FMCG 2. Retail Business 3. Retail Operation 4. E-commerce	1. office administration and management 2. Tour and Travels

Source: Compiled and Created by Researcher, using Secondary data from Sectoral skill council, National skill qualification framework, and National Qualification register

The above figure highlights the different tracks suggested for the cluster 4 Analyst. In total there 37 track, 34 different tracks within the sector (TWS) and 26 opportunities to other selected sectors (OS) within ten sectors. The entire horizontal movement for selected 10 sector is given in the appendix. The following figure highlights the vertical progression of the track no 1 hub and branch operation.

Figure No. 5.11.: Summary of Detail Analyst Cluster Job Description Job Role on Vertical Movement

Table No. C4.S1.T1 (C4) Analysts→ (S1) logistics (T1) Track: Hub and Branch Operation		
Formulate policies, Ensure compliance with local and international laws	Vertical Movement	MD ⁺
Look into all the operation aspects of the branch		Branch Head ⁺
Hire, supervise, coach, and evaluate couriers		Courier Manager [§]
Supervise delivery drivers, manage vehicle routing and Scheduling		Courier Supervisor [§]
Creating mapping route, packaging, tracking, and estimating time		Courier executive [*]
Load, unload, prepare, inspect and operate a delivery vehicle, follow DOT and payment collection		Courier Associate [*]

Note: * represent qualification Below Degree, [§] represents Qualification Degree Level and ⁺ represents above Degree Level

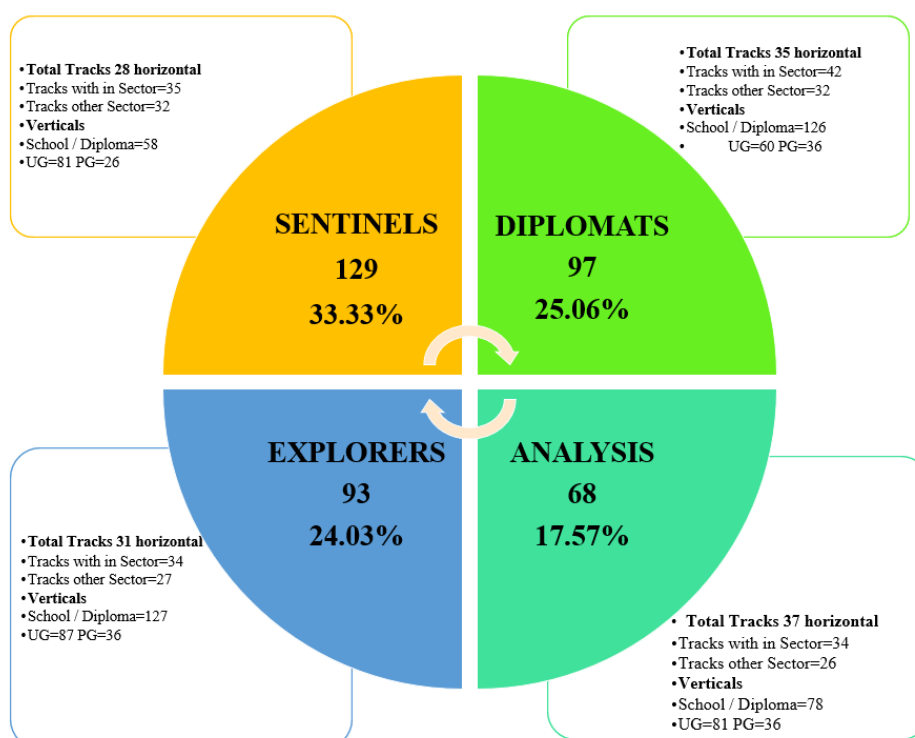
Source: Compiled by the researcher, Secondary Data

The above figure highlights the vertical progression path in the hub and branch operation track within the Logistics Sector. The courier associate is the entry level job role followed by Data entry operator, Data analyst and MIS head Likewise, the study has done the detailed career search for four cluster.

The Above section categorizes Ex-Servicemen (ESM) into four distinct clusters: Sentinels (33.33%), Diplomats (25.06%), Explorers (24.03%), and Analysts (17.57%), each representing different career transition paths.

The following *Figure No. 5.8* Highlights the summary of the entire Horizontal tracks and vertical movement for all the Four Clusters discussed above. However, the detailed Horizontal tracks and vertical movement is presented in *Appendix No. 1*

Figure No. 5.12: Summary of Detailed Track, Horizontal and vertical movement



Source: Designed & structured by researcher

The Sentinels group, the largest, has a total track count of 28 and 35 tracks within the sector and 32 horizontal tracks within 10 Selected sectors. The vertical movement represents the job

role which is divided into 58 requiring school / diploma-level education, 81 requires undergraduate (UG) degrees, and 26 job role requires postgraduate (PG) qualifications.

Diplomats, with a total track count of 35, 42 tracks within the sector and 32 horizontal tracks within 10 Selected sectors. The vertical movement represents the job role which is divided into 126 requiring school / diploma-level education, 60 requires undergraduate (UG) degrees, and 36 job role requires postgraduate (PG) qualifications.

Explorers, with a total track count of 31, 34 tracks within the sector and 27 horizontal tracks within 10 Selected sectors. The vertical movement represents the job role which is divided into 127 requiring school / diploma-level education, 87 requires undergraduate (UG) degrees, and 36 job role requires postgraduate (PG) qualifications.

Analysts, the smallest cluster (17.57%), have the lowest total track count 37, 34 tracks within the sector and 26 horizontal tracks within 10 Selected sectors. The vertical movement represents the job role which is divided into 78 requiring school/diploma-level education, 81 requires undergraduate (UG) degrees, and 33 job role requires postgraduate (PG) qualifications.

The entire Horizontal and vertical movement is presented in *Appendix 1* on the following page numbers

Table No. 5.6: Detailed Cluster Wise page no reference of Tracks Horizontal and Vertical movement (in Appendix 1)

SL. No.	Clusters	Horizontal Movement	Vertical Movement
		Page No	Page No
1	Sentinel	SH1 - SH3	SV1 - SV12
2	Diplomates	DH1 - DH3	DV1 - DV17
3	Explorer	EH1 - EH3	EV1 - EV17
4	Analyst	AH1 - AH3	AV1 - AV14

Source: Compiled by the researcher

The present chapter provides a detail analysis of the career paths and vertical progression prospects available to Ex-Servicemen, according to their preferences across ten selected sectors. It provides a structured roadmap to guide Ex-Servicemen in identifying sectors based on their skills and interests after their retirement. Besides, the chapter also outlines the different types of job roles accessible within these sectors and the possible potential for advancement within each role. The subsequent chapter will focus on assessing the existing Institutional Infrastructure for Resettlement, with the aim of evaluating the level of satisfaction among Ex-Servicemen. This assessment will help to identify any gaps existing between the services expected by Ex-Servicemen and those currently being provided.

Chapter ~ 6

CHAPTER– 6

ASSESSMENT OF SIGNIFICANCE OF RESETTLEMENT INFRASTRUCTURE FOR THE INDIAN ARMY ESM

6.1 BACKGROUND OF THE STUDY

Resettlement is the unavoidable fact for Ex-Servicemen (*ESM*) (*Sharma & Jain, 2020*). It not only involves finance but also necessitates long-term planning and efforts (*Jayaswal, 2013*). The ESM becomes jobless at comparatively young age when they have numerous expenditures to shoulder (*Singh, 1985; Johnson & Kawachi, 2007*). The Act of Resettlement is insignificant as it impacts various parties (*Chowdhury, 2011; Tripathi, 2015*). Therefore, the responsibility of the Resettlement lies on both the Central and State (*Maharajan & Subramani, 2014; Sudha, 2016*). There are different institutions and agencies which provide resettlement and welfare related assistance to the ESM (*Dhaka, et al., 2020; Maharajan & Krishnaveni, 2016*). The Indian Soldiers Board was established the year 1919, to assist retired as well as serving Indian soldiers and their dependents. In the year 1944, it is expanded to include other two services of Indian Armed force: the Indian Navy and Indian Air Force. Hence, the board is renamed as the Indian Soldiers', Sailors', and Airmen's Board in 1951.

However, later it became the Kendriya Sainik Board (KSB) in the year 1975. Additionally, at the state and district levels, Rajya Sainik Boards and Zila Sainik Boards are established as Inter-Service Organizations under the Ministry of Defence.

The need of the resettlement is so crucial that to address the growing needs of Ex-Servicemen (*ESM*) and their families, a separate division is set up in the year 1986 within the Ministry of Defence. Thereafter, in the year 2004, a new department is

formally established consisting two main divisions: Resettlement and Pension, with three attached offices.

The Kendriya Sainik Board Secretariat (*KSB Sectt*) oversees 33 Rajya Sainik Boards along 403 Zila Sainik Boards and also manages ESM welfare affairs. It frames policies and schemes for implementation by both central and state governments. There are annual meets to reformulate and review various resettlement and welfare related policies. It is headed by a serving officer (*Brigadier or equivalent*), often supported by five Joint Directors from the three services.

At the state level, the Rajya Sainik Boards helps ESM with matters related to the issuance of identity cards, smart cards, pensions. It also keeps ESM informed about the latest policies and schemes which is related to their welfare. Further, it also oversees and regulate the function of the Zila Sainik Boards by conducting annual inspections, and submit reports to Chief Secretaries, and the KSB. At present there is 32 Rajya Sainik Boards across India (*Sharma & Jain, 2020*).

To help ESM find self-employment or reemployment, the Directorate General Resettlement (DGR) offers a variety of pre- and post-retirement training programs (*Dhaka, et al., 2020*). Each of the five military commands has a Directorate Resettlement Zone through which DGR functions. Other organizations manage the affairs and welfare of ESM in addition to these resettlement bodies. A serving officer with the rank of Major General leads the DGR, an inter-service organization under the Ministry of Defence. Its main objective is to facilitate ESM's transition to a second career by providing training courses and creating job opportunities. Another key institution that supports the resettlement of ESM is the Army Welfare Placement Organization (AWPO). As a non-profit entity, the AWPO assists veterans, *Veer Naris* (war widows), their children, and the dependents of both serving and retired military

personnel in securing employment opportunities in both the public and private sectors. Acting as a bridge between ESM and a wide range of corporate entities and non-profit organizations, the AWPO connects qualified ESM and their dependents with suitable job openings. The AWPO operates through a dedicated website that maintains a comprehensive, nationwide database. This digital platform facilitates the matching of job seekers with employers. In addition, the AWPO functions through 48 *Army Welfare Placement Satellite Nodes (AWPSNs)* and 18 regional offices, ensuring broad outreach and support across the country.

6.2 RATIONALIZATION OF THE STUDY.

The Cambridge English Dictionary defines resettlement as the act or process of assisting someone in moving to a new place to live or the act of relocating oneself. In the context of the armed forces, resettlement refers to the comprehensive transition journey that military personnel undergo, from living in a highly structured and distinct environment to adapting to civilian life and managing personal finances. Various scholars, including *Kilpatrick and Kilpatrick (1979)* and *Stanford (1971)*, have described the adjustment phase for military retirees as the process of resocialization into civilian society (*Chowdhury, 2011*). However, adjustment is a broader concept, encompassing a timeline that begins well before retirement and extends far beyond resocialization, continuing through the individual's integration into a second career.

India's armed forces, the largest in the world, are home to over 2.1 million veterans. Each year, approximately 60,000 to 65,000 personnel retire from service, joining the ranks of ESM (*Sharma & Jain, 2020*). These individuals often retire much earlier than their counterparts in other central government roles, typically in their late 30s or early 40s. At this stage in life, they are faced with a multitude of responsibilities, ranging from household expenses and medical bills for dependents to education costs for their

children and insurance premiums for both themselves and their parents (*Tripathi, 2015; Maharajan & Krishnaveni, (2016)*). Under such circumstances, it becomes increasingly difficult to manage daily expenses on a pension alone, making the pursuit of a second job or career essential.

ESM represent a unique category of individuals highly trained, skilled and among the most disciplined professionals in the world. However, success in a second career is not solely determined by their competencies; it also relies heavily on the availability of resettlement infrastructure and support systems. Furthermore, the nation has invested significant time and resources in their selection, recruitment, training, and operational deployment within the armed forces (*Sudha, A.K. 2016*). Therefore, it is the nation's responsibility to provide adequate resettlement opportunities for these veterans, particularly since they remain in their most productive years post-retirement (*Sudha, A. K. 2018*).

This chapter offers an overview of the resettlement apparatus available for ESM in the country. It aims to provide insights into the performance and role of the resettlement infrastructure. Given that ESM retire at an age when financial responsibilities are often at their peak, both the central and state governments have assumed the responsibility of facilitating their resettlement into civilian life. A range of national, state, and district-level boards provide essential information on various schemes, opportunities and pension-related matters. In addition to these, institutions such as the Directorate General of Resettlement and the Army Placement Cell are dedicated to overseeing the overall resettlement and welfare of ESM. These organizations play a crucial role in ensuring that veterans have the support and resources they need for a successful transition.

Since ESM retire at a relatively early age, securing a second career becomes essential for managing their financial responsibilities, as relying solely on a pension can lead to economic strain. Researchers such as *Korsakiene & Rasa (2014)*, *Baruch & Quick (2007)*, and *Vigoda-Gadot, Baruch, and Grimland (2010)* have examined various factors that contribute to success in a second career. However, the availability of resettlement facilities within the country plays a critical role in this transition.

Both central and state governments, along with various institutions, offer numerous schemes and support mechanisms to assist ESM in their resettlement. However, it is crucial to evaluate the effectiveness of these infrastructures. This chapter seeks to assess the importance of the resettlement framework for Indian Army ESM, focusing on key institutions such as the *Directorate General of Resettlement (DGR)* and the *Army Welfare Placement Organisation (AWPO)*, which play pivotal roles in facilitating second career opportunities for veterans.

The central and state governments provide several benefits for ESM, including reservations in employment, relaxation of age and educational qualifications, exemptions from application and examination fees, and prioritization of disabled veterans in job placements. However, these provisions often exist only on paper, as the actual implementation falls short of what is promised. The DGR and AWPO serve as the primary interface between the military and the civilian job market, offering employment placement and training opportunities in both public and private sectors. Their performance in delivering on these promises warrants close examination.

This study aims to evaluate the significance of the resettlement infrastructure for Indian Army ESM. The chapter highlights the role and performance of the resettlement systems available to veterans, addressing both pre- and post-retirement training

programs and courses undertaken during and after their service. It provides a comprehensive overview of the resettlement framework in India, assessing its effectiveness and performance. Additionally, the chapter examines the functions of three key resettlement institutions: *the Sainik Board, the Directorate General of Resettlement (DGR), and the Army Welfare Placement Organisation (AWPO)*. It also explores the level of satisfaction among ESM with the services provided by these institutions.

6.3. Research Intention

The key goal for this section is to assess the significance of the *Resettlement Institutional Infrastructure (RII)* for the Indian Army Ex-Servicemen. It was accomplished by identifying among the sample Ex-Servicemen, who are all registered with welfare & resettlement Institution such as *(Sainik board, DGR & APA)*. It also evaluates the effectiveness of these institutions by calculating satisfaction scores using summated scales. Furthermore, the chapter explores the various facilities available to ESM and analyses various service provided by the, offering insights into the overall impact of resettlement initiatives.

6.4. Analytical Framework

6.4.1. Computational Framework for Satisfaction Score on Resettlement Institutional Infrastructure (RII)

This study primarily aims to evaluate the significance of the Resettlement Institutional Infrastructure for ESM in India. To gain comprehensive insights into the services provided by these institutions, a pre-tested, structured interview schedule is designed to facilitate a nuanced analysis. These statements are further categorized into specific services *(as outlined in the subsequent table)*, enabling a detailed assessment of ESM perceptions regarding the services offered by the *Resettlement Institutional*

Infrastructure (RII). The study critically examines the role and effectiveness of these institutions in supporting the transition of ESM into civilian employment and evaluates the beneficiaries' perspectives on the quality and impact of the resettlement services they receive. Following table represents the Resettlement Institutions and the services provided by each one of them.

Table No: 6.1. Types of Services Provided to the ESM by Resettlement Institutions

Major Resettlement Institutional Infrastructure for ESM	Types of Services Offered	Services Division
Sainik Board (i.e., Kendriya, Rajya, Zilla)	Linkage between Government and ESM, Information dissemination and resolves Complaints	<i>Career Related Services</i>
		<i>Grievance Related Services</i>
Directorate General Resettlement	Pre and post training and provides resettlement related assistance	<i>Skill Nurturing Services</i>
		<i>Resettlement Related Services</i>
Army Placement and welfare organisation	Provides second career opportunities and Linkage between Nakuri.com and ESM	<i>Placement Related Services</i>
		<i>Employer-Employee Interface</i>

Source: Study variable constructed by the researcher, Secondary data

The focus of the study is to understand the perception of the ESM regarding the RII's, and role played by the RII'S for ESM in India. Therefore, the pre-tested structure interview schedule was designed to gather the opinions and perceptions about services offered by Resettlement Institutional Infrastructure.

Totally, 30 five-point Likert rating scale statements is prepared 10 each for three major RII for ESM of India such as., *Sainik Board (i.e. Kendriya, Rajya, Zilla), Directorate General Resettlement, Army Placement Agency*. Further, these statements are also divided into subcategories based on the service provided by them such as Sainik Board (i.e., Kendriya, Rajya, Zilla) is divided into *Career Related Services* and *Grievance Related Services*, Directorate General Resettlement is divided into *Skill Nurturing*

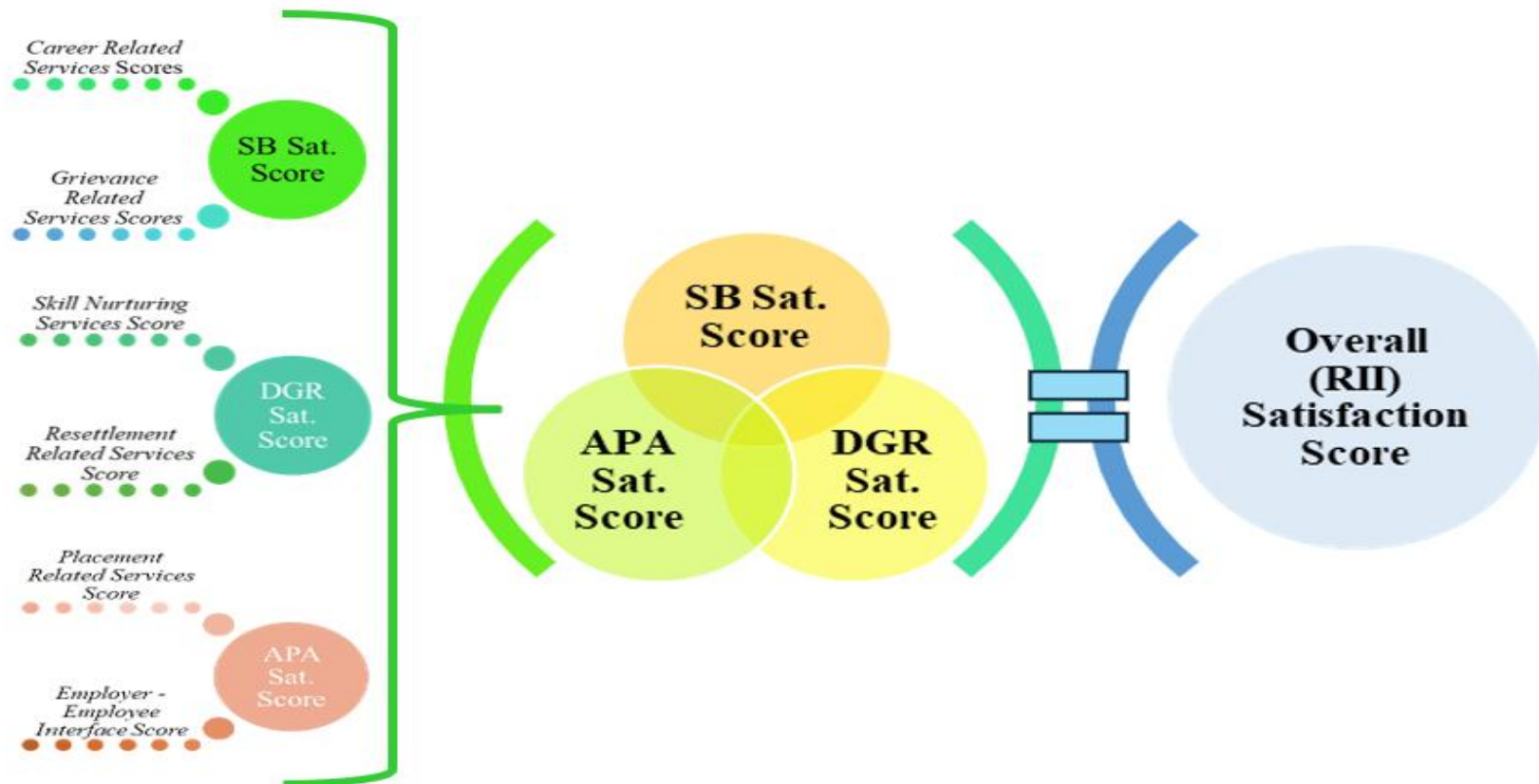
Services and Resettlement Related Services and Lastly, Army Placement Agency is further divided into Placement Related Services and Employer-Employee Interface for deeper insight into their perception of the various services offered by the Resettlement Institutional Infrastructure for ESM in India.

6.4.2. Computation of Satisfaction Score & Level of Satisfaction

Once the data has been codified, it is entered into spreadsheet program to do basic data cleaning and compute the summative scores ***Overall RII Satisfaction Scores*** with the three (03) sub components scores of ***Sainik Board Satisfaction Score, DGR Satisfaction Score & APA Satisfaction Score***; each institutional satisfaction scores are based on the following (02) sub service components scores namely, ***Sainik Board (SB) Satisfaction Score*** (*i.e., Kendriya, Rajya, Zilla*) is sum of the *Career Related Services Scores and Grievance Related Services Scores*, Likewise, the ***Directorate General Resettlement (DGR) Satisfaction Score*** is sum of the *Skill Nurturing Services Score and Resettlement Related Services Score* and Finally, ***Army Placement Agency (APA) Satisfaction Score*** is sum of *Placement Related Services Score and Employer-Employee Interface Score*.

Further the scores are transformed into an ordered categorical variable with three levels (***Low, Moderate, and High***) using the ***three equal percentiles method***. This method ***categorizes the data based on percentiles, specifically below the 33rd percentile consider as LOW, between the 33rd and 66th percentiles are considered as MODERATE, and above the 66th percentile is considered as HIGH***. It creates the additional Ten (10) computed variables of ***Level of Satisfaction on Career Related Services, Grievance Related Services, Skill Nurturing Services, Resettlement Related Services, Placement Related Services, and Employer-Employee Interface***.

Figure No: 6.1. Computational Procedure of Satisfaction Score



Source: Concept developed by researcher

In addition to the above, *Level of Satisfaction of Sainik Board, DGR, APA and the Overall Level of Satisfaction on RII* is the measurement of ordered categorical variable.

6.4.3. Method of Analysis

Further, to obtain the study objectives, the researcher classifies the study variables (*i.e., Service of RI / Individual RI / Overall RII Satisfaction Score*) based on their Status of Registration on Resettlement Institution (*i.e., YES / NO*) and their Retirement Rank (*i.e. Below Naik / Naik / Above Naik*). Therefore, to check the difference between the (*i.e., Service of RI / Individual RI / Overall RII Satisfaction Score*) based on *Status of Registration* as the two-level categorical variable (*i.e., YES / NO*) if the data is not normally distributed *Mann Whitney U test* is used and if the data is normally distributed independent t test is used.

Similarly, to check the significant difference between (*i.e., Service of RI / Individual RI / Overall RII Satisfaction Score*) based on *Retirement Rank* as the above two-level categorical variable (*i.e. Below Naik / Naik / Above Naik*) *Kruskal Wallis test* is used if the data is non-normally distributed otherwise *One way ANOVA* is used if it is normally distributed.

Finally, to achieve the objective the researcher employs cross-tabulation of *Levels of Service of Resettlement Institutions (RI), Individual RI, and Overall Resettlement Institutional Infrastructure (RII)* with the *Retirement Rank (i.e. Above Naik, Naik & Below Naik)* and *status of registration (Yes/No)*. The association is checked using chi-square test. The following hypothesis is drafted to check the association.

H₉: There is a significant association among the level of satisfaction of different Resettlement Institutional (*i.e.*

Sainik Board, DGR, APA) Infrastructure (RII) and the Overall Resettlement Institutional Infrastructure (RII) Satisfaction of ESM based on their retirement rank.

H₁₀: There is a significant association among the level of satisfaction of different Resettlement Institutional (*i.e. Sainik Board, DGR, APA*) Infrastructure (RII) and the Overall Resettlement Institutional Infrastructure (RII) Satisfaction of ESM based on their registration status.

Additionally, it aims to determine whether significant differences exist in satisfaction mean scores of ***Services of Resettlement Institutions (RI), Individual RI, and Overall Resettlement Institutional Infrastructure (RII) Satisfaction Scores with the Retirement Rank and Registration Status.*** Accordingly, the study has formulated and will test the following hypotheses using appropriate statistical methods.

H₁₁: There is a significant mean rank difference on satisfaction score of different types (*i.e. Career, Grievance, Skill Nurturing, Resettlement, Placement & Employee – Employer Interface*) services provided to the ESM by different (*i.e. DGR, APA, Sainik Board*) Resettlement Institutions (RI's) based on their registration status.

H₁₂: There is a significant mean rank difference on satisfaction score of different types (*i.e. Career, Grievance, Skill Nurturing, Resettlement, Placement & Employee – Employer Interface*) services provided to the ESM by different (*i.e. DGR, APA, Sainik Board*) Resettlement Institutions (RI's) based on their retirement rank.

H₁₃: There is a significant mean rank difference on satisfaction score of different Resettlement Institutional (*i.e. Sainik Board, DGR, APA*) Infrastructure (RII) and the Overall Resettlement Institutional Infrastructure (RII) Satisfaction of ESM based on their registration status.

H₁₄: There is a significant mean rank difference on satisfaction score of different Resettlement Institutional (*i.e. Sainik Board, DGR, APA*) Infrastructure (RII) and the Overall Resettlement Institutional Infrastructure (RII) Satisfaction of ESM based on their retirement rank.

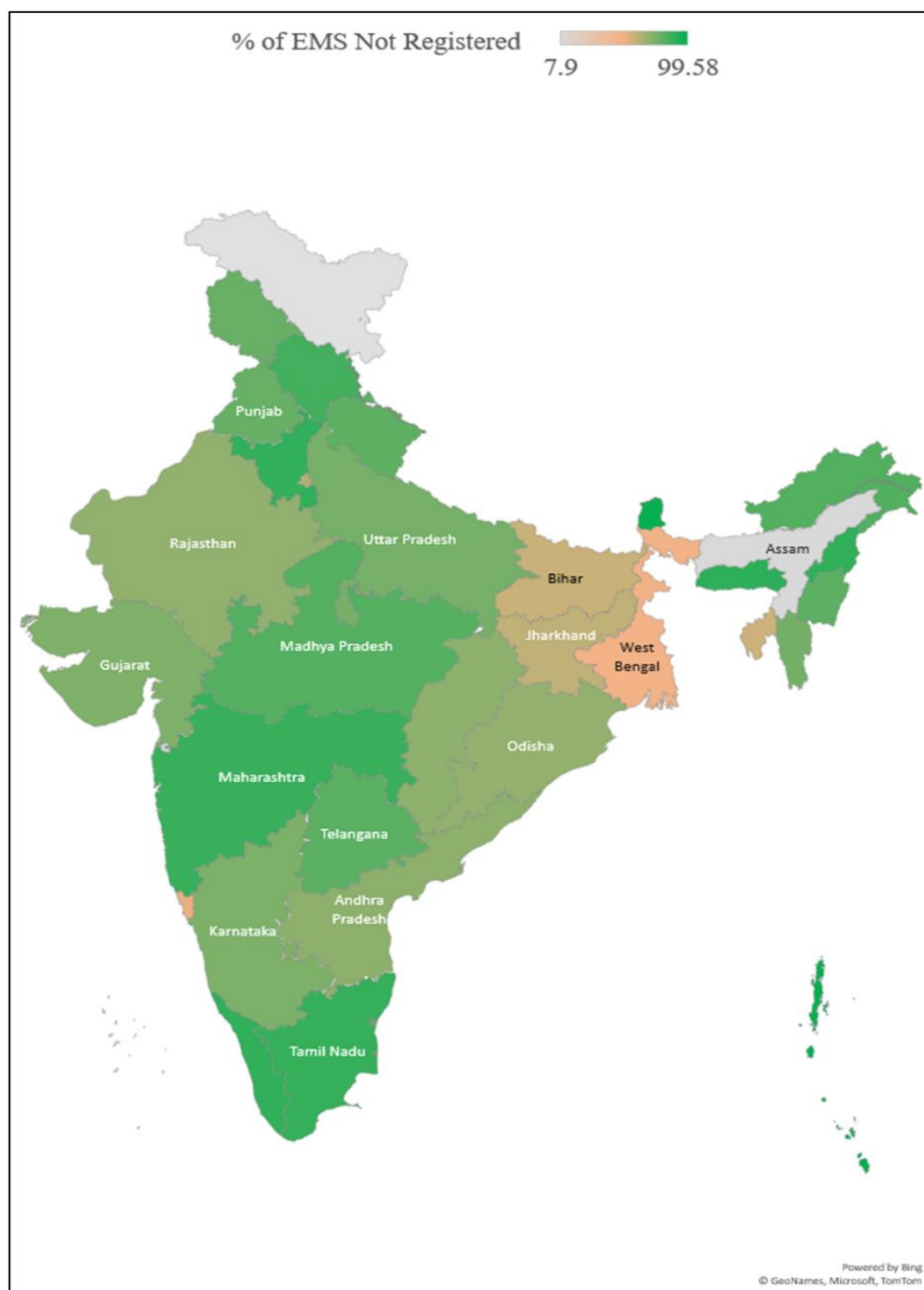
6.5.Results & Discussion

This section provides a detailed assessment of the resettlement institutional infrastructure for ESM in India. The initial part of the study evaluates pre- and post-retirement training programs, examining their effectiveness in facilitating ESM's transition to civilian employment. The latter part analyses satisfaction levels across different retirement ranks and registration statuses, offering insights into how these factors influence perceptions of the resettlement services provided.

6.5.1. Frequency Analysis of Sample Distribution

The resettlement institutions focus on skill development, vocational training, and career guidance to enhance employability in various sectors. In addition to professional training, they provide welfare-related services, including financial assistance, counselling, and job placement support. Hence, this study aims to assess whether ESM are genuinely benefiting from the services provided by Resettlement Institutions. It also seeks to evaluate whether these institutions meet the expectations of ESM or if there exists a gap between the services offered and the needs of the beneficiaries. The Following section provide insight regarding the resettlement course and the opinion of the ESM.

Figure No:6.2. Geo Heat Map of Percentage of Ex-Servicemen Not Register in Sainik Board



Source: Compiled data through indiastat.com and geo heat map created by the researcher

Directorate General resettlement (*DGR*) is the established to provide pre - and post - retirement training. Before retirement ESM are given 6 months skill training which will

help them to align up with the civilian market. These skill trainings are both free of cost and the paid ones. There is different training courses designed based on the ranks. According to the rank and preference of the ESM one can get themselves enrolled and take the benefit of the courses.

Table no 6.2. Ex- Servicemen Registration Status for Participating the Resettlement Paid Programs offered by Resettlement Institution and its Source of Information about the Resettlement Paid Programs

Ex- Servicemen Registration Status for Participating the Resettlement Paid Programs offered by Resettlement Institution	NO	YES	Total
	275 [71.10%]	112 [28.90%]	387 [100%]
Source of Information			
Zilla Sainik Boards	Not Applicable	31 [27.67%]	8.01%
Army Wives Welfare Association (AWWA)		27 [24.10%]	6.17%
Record Offices		45 [40.17%]	11.62%
Placement Cells		02 [1.78%]	0.51%
Others		07 [6.25%]	1.80%

Source: Primary data collected and computed by the researcher

The above table highlights that, majority of the ESM's i.e. 275 (71.10%) have not registered themselves for participating the resettlement paid programs offered by resettlement institution, whereas only 112 (28.90%) ESM has participated in the same. The above table also highlights the source of information to join the paid courses and most of the ESM has received the information from the record office which is 45 (40.17%) ESM followed by Zilla Sainik board 31 (27.67%) and AWWA which is 27 (24.10%) ESM.

The majority of the ESM have not registered themselves to participate the resettlement program offered by the resettlement Institution; as the researcher curious to know the reason for nonparticipation of such courses. The reason for non-participation of such courses is exhibited in the below *Table No 6.3* ranked with the help of Garret ranking mean score based on the responses of 275 ESM who are not participating such courses.

Table No 6.3. Reasons for Non-Registration for Participating the Resettlement Paid Programs offered by Resettlement Institution

Reasons	Mean Scores	Rank
<i>Expensive</i>	69.89	1
<i>Not Relevant for industry requirements</i>	67.99	2
<i>Poor Past Performance</i>	64.12	3
<i>Lack of proper Information</i>	45.87	4
<i>Pension is enough</i>	44.09	5
<i>Do not want to work</i>	32.76	6
<i>Due to Personal Constraints</i>	4.28	7

Source: *primary data collected and computed by the researcher*

The above table reveals that most of the ESM feels that the courses offered by the DGR is Expensive, not relevant for Industry requirement and poor past performance. However, reasons such as pension are enough, do not want to work and personal constraints are least rated by the ESM.

After retirement it will be hard for the ESM to settle with the pension. Therefore, they themselves may try hard to get another job by improving their skill set, by undertaking higher studies or by writing competitive exams. Thereby, the table below highlights the details of the courses or the higher studies which the ESM has undergone after their retirement without the help of DGR.

Table No 6.4: Categories of Paid Courses Attended by the Ex-Servicemen through the Resettlement Institutions

Categories of Paid Courses	Yes	No
<i>Higher Studies</i>	21 (5.40%)	366 (94.60%)
<i>Computer Courses</i>	7 (1.810%)	380 (98.19%)
<i>Vocational Courses</i>	4 (1.03%)	383 (98.97%)
<i>Training for Competitive Exam</i>	13 (3.40%)	374 (96.60%)
<i>Have not gone any Courses / Training Programs</i>	342 (88.38%)	45 (11.62%)

Source: Compiled by the researcher through the Primary Data

The above Table No. 6.4 reveals that out of 387 ESM, only 45 ESM have gone for the courses after their retirement and the majority of ESM have not gone through any courses after their retirement i.e., 343 ESM which is 88.38% of ESM. Out of 387 ESM, only 21 ESM which is 5.5% ESM have done the Higher studies after their retirement, remaining 366 ESM which is 94.6% ESM have not gone for the higher studies after their retirement. Only 7 ESM which is 1.81% ESM have taken computer course after their retirement, remaining 380 ESM which is 98.19% ESM have not gone for the computer course after their retirement. Similarly, only 4 ESM have gone through the vocational course after their retirement.

6.5.2. Level of Satisfaction on Resettlement Institutional Infrastructure (RII) and association based on Status of Registration in RII's & Retirement Rank.

The level of satisfaction with *Resettlement Institutional Infrastructure* (RII) may be influenced by factors such as retirement rank and registration status. The benefits provided by RIIs vary based on rank, which can impact the overall satisfaction of Ex-Servicemen (ESM). Additionally, the registration status of an ESM may also be linked to their satisfaction level, further affecting their perception of the services received. Hence, the study intends to check the association between the resettlement intuitions and retirement ran using the chi-square test. The results are summaries in the below table no 6.5

Table No 6.5: Results of Test of Association Between the Level of Satisfaction on Sainik Board / DGR / APA / Overall RII on the Based on their Retirement Rank

Retirement rank	Level of Satisfaction on Sainik Board			Total	χ^2 test Statistics
	Low	Medium	High		
<i>Below Naik</i>	68 (45.9%)	39 (26.4%)	41 (27.7%)	148 (100.0%)	20.46*** (0.00)
<i>Naik</i>	48 (36.1%)	62 (46.6%)	23 (17.3%)	133 (100.0%)	
<i>Above Naik</i>	29 (27.4%)	41 (38.7%)	36 (34.0%)	106 (100.0%)	
Total	145 (37.5%)	142 (36.7%)	100 (25.8%)	387 (100.0%)	
Retirement rank	Level of Satisfaction on DGR			Total	χ^2 test Statistics
	Low	Medium	High		
<i>Below Naik</i>	77 (52.0%)	28 (18.9%)	43 (29.1%)	148 (100.0%)	15.387** (0.004)
<i>Naik</i>	64 (48.1%)	34 (25.6%)	35 (26.3%)	133 (100.0%)	
<i>Above Naik</i>	34 (32.1%)	23 (21.7%)	49 (46.2%)	106 (100.0%)	
Total	175 (45.2%)	85 (22.0%)	127 (32.8%)	387 (100.0%)	
Retirement rank	Level of Satisfaction on APA			Total	χ^2 test Statistics
	Low	Medium	High		
<i>Below Naik</i>	73 (49.3%)	43 (29.1%)	32 (21.6%)	148 (100.0%)	11.802*** (0.01)
<i>Naik</i>	61 (45.9%)	45 (33.8%)	27 (20.3%)	133 (100.0%)	
<i>Above Naik</i>	33 (31.1%)	36 (34.0%)	37 (34.9%)	106 (100.0%)	
Total	167 (43.2%)	124 (32.0%)	96 (24.8%)	387 (100.0%)	
Retirement rank	Level of Satisfaction on Overall RII			Total	χ^2 test Statistics
	Low	Medium	High		
<i>Below Naik</i>	46 (31.1%)	56 (37.8%)	46 (31.1%)	148 (100%)	3.36 ^{NS} (0.49)
<i>Naik</i>	53	45	35	133	

Table No 6.5: Results of Test of Association Between the Level of Satisfaction on Sainik Board / DGR / APA / Overall RII on the Based on their Retirement Rank

	(39.8%)	(33.8%)	(26.3%)	(100%)
Above Naik	35 (33.0%)	35 (33.0%)	36 (34.6%)	106 (100%)
Total	134 (34.6%)	136 (35.1%)	117 (30.2%)	387 (100%)

Source: Primary data collected and computed by the authors

(i) The level of Satisfaction on Sainik Board and Retirement Rank

Table 6.5 lists the ESM's level of satisfaction with the Sainik Boards (*KSB, RSB, and ZSB*) across different retirement rank. According to the aforementioned table, only 25.8% of the 387 ESM have high satisfaction levels, i.e., 100 ESM, 36.7% have medium satisfaction scores, i.e., 142 ESM, and 37.5% have low satisfaction level.

Similarly, out of 148 ESM in the "**Below Naik**", group, 27.7% have high satisfaction levels i.e., 41 ESM, 26.4% have medium satisfaction level i.e., 39 ESM, and 45.9% have low satisfaction level i.e., 68 ESM. Out of 133 ESM from the rank category "**Naik**," 17.3% have high satisfaction levels, i.e., 23 ESM, 46.6% have medium satisfaction level i.e., 62 ESM, 36.1% have low satisfaction scores, i.e., 48 ESM. Lastly, out of 106 ESM in the "**Above Naik**", group, 34.0% have high satisfaction levels, i.e., 36 ESM, 38.7% have medium satisfaction scores, i.e., 41 ESM, and 27.4% have low satisfaction scores, i.e., 29 ESM

The above table reveals that *as the P value is less than 0.05, there is a statistically significant association between Retirement Rank and Satisfaction Level related to the Sainik Board ($\chi^2= 20.26$ $p=0.00$ $df=4$)*. Hence, we reject the Null hypothesis.

(ii) The level of Satisfaction on DGR and Retirement Rank

Similarly, the Table 6.5 highlights the level of satisfaction with DGR across Retirement Rank. Only 32.8% of the 387 ESM have high satisfaction levels, i.e., 127 ESM, 22.0% have medium satisfaction scores, i.e., 85 ESM, and 45.2% have low satisfaction scores, i.e., 175 ESM,

However, out of 148 ESM from the rank category "**Below Naik**", 29.1% have high satisfaction levels, i.e., 43 ESM, 18.9% have medium satisfaction scores, i.e., 28, and 52.0% have low satisfaction scores, i.e., 77 ESM. Similarly, out of 133 ESM from the rank category "**Naik**", 26.3% have high satisfaction levels, i.e., 35 ESM, 25.6% have medium satisfaction scores, i.e., 34 ESM, and 48.1% have low satisfaction scores, i.e., 64 ESM. Lastly, out of 106 ESM in the "**Above Naik**", group, 46.2% have high satisfaction levels, i.e., 49 ESM, 21.7% have medium satisfaction scores, i.e., 23 ESM, and 32.1% have low satisfaction scores, i.e., 34 ESM.

Likewise, second part of table highlights that the level of satisfaction of the ESM with DGR and its association with Retirement Rank. *As the P value is less than 0.05, It is concluded that there is a statistically significant association between retirement rank and level of satisfaction with Directorate general resettlement (DGR) ($\chi^2=15.38$, $p=0.004$, $df=4$).* Hence, we reject the Null Hypothesis.

(iii) The level of Satisfaction on APA and Retirement Rank

Similarly, the above table 6.5 highlights the level of satisfaction with Army placement agency (APA) across Retirement Rank. Only 24.8% of the 387 ESM have high satisfaction levels, i.e., 96 ESM, 32.0% have medium satisfaction scores, i.e., 124 ESM, and 43.2% have low satisfaction scores, i.e., 167 ESM.

However, out of 148 ESM in the "**Below Naik**", group, 32 ESM have high satisfaction levels, 29.1% have medium satisfaction scores, and 49.3% have low satisfaction scores i.e., 73 ESM. In a similarly, out of 133 ESM in the category "**Naik**," 20.3% has high satisfaction scores, comprising 27 ESM, while 33.8% have medium satisfaction. Lastly, out of 106 ESM in the "**Above Naik**", group, 34.9% have high satisfaction levels, i.e., 37 ESM, 34.0% have medium satisfaction scores, i.e., 36 ESM, and 31.1% have low satisfaction scores, i.e., 33 ESM.

The *table also* highlights the level of satisfaction of the ESM with APA and their association with retirement rank. *As the P value is less than 0.05, We concluded that there is a statistically significant association between retirement rank and the level of satisfaction related to the Army placement agency (APA) ($\chi^2 = 11.80$ $p=0.001$, $df=4$).* Hence, we reject the Null Hypothesis (H_0).

(iv) The level of Satisfaction on Overall RII's and Retirement Rank

Lastly, the overall level of satisfaction is highlighted in above Only 30.2% of the 387 ESM have high satisfaction levels, i.e., 112 ESM, 33.0% have medium satisfaction scores, i.e., 136 ESM, and 34.6% have low satisfaction scores, i.e., 134 ESM,

According to the table. 148 ESM in the "**Below Naik**", category, 31.1% have high satisfaction levels i.e., 46 ESM, 37.8% have medium satisfaction level i.e., 56 ESM, and 31.1% have low satisfaction level i.e., 46 ESM. Comparatively, out of 133 ESM in the category "**Naik**", 26.3% have high satisfaction level, i.e., 35 ESM, and 33.8% have medium satisfaction levels, i.e., 63 ESM. Lastly, out of 106 ESM in the "**Above Naik**", category, 34.6% have high satisfaction levels, i.e., 36 ESM, 33.0% have medium satisfaction level, i.e., 35 ESM, and 33.0% have low satisfaction level i.e., 35 ESM.

Lastly, the last part of the table highlights the Overall satisfaction level of the ESM and their association with retirement rank. ***It is concluded that there is no statistically significant association between retirement rank and overall satisfaction scores ($\chi^2=3.36, p=0.49, df=4$) as the P value is more than 0.05.*** Hence, we fail to reject the null hypothesis.

Additionally, it is noted in the above table majority of the ESM satisfaction level is low/medium. There are very few ESM whose satisfaction scores is high i.e., (100 out of 387 for Sainik Board), (127 out of 387 for DGR), (96 out of 387 for APA), and (117 out of 387 for overall RII'S).

In addition to the above analysis the study intends to investigate the association between the level of satisfaction about the various resettlement intuitional infrastructure based on the status of registration of the Ex-Servicemen by using the chi-square test and the test results are summarised in the below *table no 6.6*.

(i) Level of Satisfaction with Sainik board and Registration Status

The table 6.6 highlights the level of satisfaction on Sainik board across registration status out of 387 only 25.8% have high level of satisfaction i.e., 100 ESM, 36.7% have medium level of satisfaction i.e., 142 ESM, and 37.5% have low level of satisfaction i.e., 145.

out of 112 registered ESM only 21.4% have high level of satisfaction i.e., 24 ESM, 37.5% have medium level of satisfaction i.e., 42 ESM, and 41.1% have low level of satisfaction i.e., 46. Similarly out of 275 not registered ESM only 27.6% have high level of satisfaction i.e., 76 ESM, 36.4% have medium level of satisfaction i.e., 100 ESM, and 36.0% have low level of satisfaction i.e., 99 ESM.

Table No 6.6: Results of Test of Association Between the Level of Satisfaction on Sainik Board / DGR / APA / Overall RII on the Based on their Registration Status.

Registration Status	Level of Satisfaction on Sainik Board			Total	χ^2 test Statistics
	Low	Medium	High		
YES	46 (41.1%)	42 (37.5%)	24 (21.4%)	112 (100%)	1.76 ^{NS} (0.41)
NO	99 (36.0%)	100 (36.4%)	76 (27.6%)	275 (100%)	
Total	145 (37.5%)	142 (36.7%)	100 (25.8%)	387 (100%)	
Registration Status	Level of Satisfaction on DGR			Total	χ^2 test Statistics
	Low	Medium	High		
YES	46 (41.1%)	23 (20.5%)	43 (38.4%)	112 (100%)	2.24 ^{NS} (0.32)
NO	128 (46.9%)	62 (22.5%)	84 (30.5%)	275 (100%)	
Total	117 (45.2%)	85 (22.0%)	127 (32.8%)	387 (100%)	
Registration Status	Level of Satisfaction on APA			Total	χ^2 test Statistics
	Low	Medium	High		
YES	51 (45.5%)	33 (29.5%)	28 (25.0%)	112 (100%)	.537 ^{NS} (0.76)
NO	116 (42.2%)	91 (33.1%)	68 (24.7%)	275 (100%)	
Total	167 (43.2%)	124 (32.0%)	96 (24.8%)	387 (100%)	
Registration Status	Level of Satisfaction on Overall (RII)			Total	χ^2 test Statistics
	Low	Medium	High		
YES	39 (34.8%)	35 (31.2%)	38 (33.9%)	112 (100%)	1.39 ^{NS} (0.49)
NO	95 (34.5%)	101 (36.7%)	79 (28.7%)	275 (100%)	
Total	134 (34.6%)	136 (35.1%)	117 (30.2%)	387 (100%)	

Source: Computed and Compiled by Research Scholar, Primary Data

First part of the table no 6.6, highlights the satisfaction level of the ESM with the Sainik Boards (**KSB, RSB and ZSB**) and their association with Status of Registration. It is revealed that, *there is statistically no significant association between the satisfaction*

scores of Sainik board and the status of registration as the ($\chi^2=1.76$, $p=0.41$, $df=2$).

Hence, we fail to reject the null hypothesis.

(ii) Level of Satisfaction with DGR and Registration Status

The table 6.6 highlights the level of satisfaction with DGR across registration status out of 387 only 32.8% have high level of satisfaction i.e., 127 ESM, 22.0% have medium level of satisfaction i.e., 85 ESM, and 45.2% have low level of satisfaction i.e., 112.

Out of 112 registered ESM only 38.4% have high level of satisfaction i.e., 43 ESM, 20.5% have medium level of satisfaction i.e., 23 ESM, and 41.1% have low level of satisfaction i.e., 46. Similarly out of 275 not registered ESM only 30.5% have high level of satisfaction i.e., 84 ESM, 22.5% have medium level of satisfaction i.e., 62 ESM, and 46.9% have low level of satisfaction i.e., 128 ESM

Likewise, second part of table highlights the satisfaction scores of the ESM with DGR and their association with Status of registration. *It is revealed that statistically there is no significant association between the Satisfaction score of DGR and their status of registration as the ($\chi^2=2.24$, $p=0.32$, $df=2$).* Hence, we fail to reject the null hypothesis.

(iii) Level of Satisfaction with APA and Registration Status

The table 6.6 highlights the level of satisfaction with APA across registration status out of 387 only 24.8% have high level of satisfaction i.e., 96 ESM, 32.0% have medium level of satisfaction i.e., 124 ESM, and 43.2% have low level of satisfaction i.e., 167 ESM.

Out of 112 registered ESM only 25.0% have high level of satisfaction i.e., 28 ESM, 29.5% have medium level of satisfaction i.e., 33 ESM, and 45.5% have low level of satisfaction i.e., 51. Similarly out of 275 not registered ESM only 24.7% have high level

of satisfaction i.e., 68 ESM, 33.1% have medium level of satisfaction i.e., 91 ESM, and 42.2% have low level of satisfaction i.e., 116 ESM.

Third part of the table highlights the Level of satisfaction of the ESM with APA and status of registration. ***It is revealed that statistically there is no significant association between the level of Satisfaction of APA and their status of registration as the ($\chi^2=0.53$ p=0.76, df=2).*** Hence, we fail to reject the null hypothesis.

(iv) Overall Level of Satisfaction with Resettlement Institutional Infrastructure (RIIs) and Registration Status

The table 6.6 highlights the Overall level of satisfaction with *Resettlement Institutional Infrastructure (RIIs)* across registration status out of 387 only 30.2% have high level of satisfaction i.e., 117 ESM, 35.1% have medium level of satisfaction i.e., 136 ESM, and 34.6% have low level of satisfaction i.e., 134 ESM.

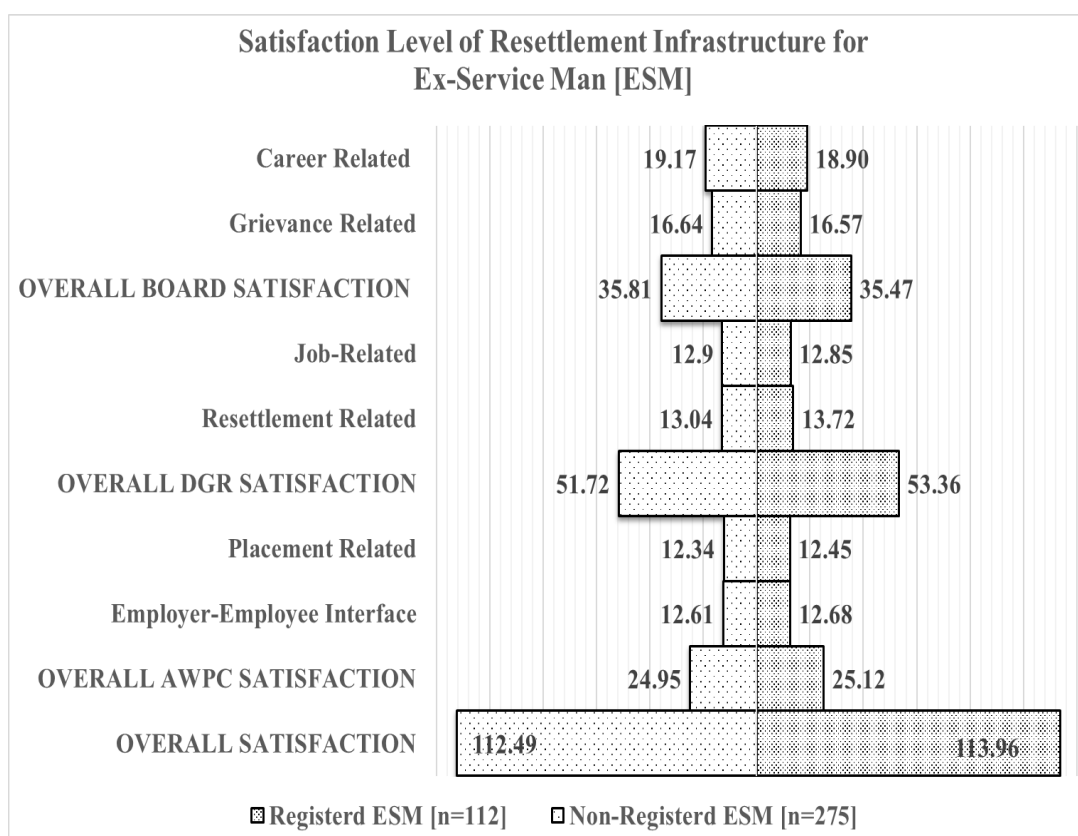
Out of 112 registered ESM only 33.9% have high level of satisfaction i.e., 38 ESM, 31.2% have medium level of satisfaction i.e., 35 ESM, and 34.8% have low level of satisfaction i.e., 39 ESM. Similarly, out of 275 not registered ESM only 28.7% have high level of satisfaction i.e., 79 ESM, 36.7% have medium level of satisfaction i.e., 101 ESM, and 34.5% have low level of satisfaction i.e., 95 ESM.

Lastly, the last part of the table highlights the Overall satisfaction Level of the ESM and their association with status of registration. ***It is revealed that statistically there is no significant association between the Satisfaction score of overall RII's and their status of registration as the ($\chi^2=1.39$, p=0.49, df=2).*** Hence, we fail to reject the null hypothesis.

6.5.3. Variation on Satisfaction Score about the Resettlement Institutional Infrastructure (RII) based on Status of Registration in RII's & Retirement Rank.

The Sainik Board, DGR, and APA is the major resettlement infrastructure in India. They also offer them aid, training, and job placement services. As a result, the study aims to evaluate ESM's satisfaction with the institutions considering the service that they offer. In *Figure No.6.5*, the mean service and satisfaction scores of registered and non-registered ESM are displayed.

Figure No 6.3. Population Pyramid of Mean Service Score & Satisfaction Score of Resettlement Institutional Infrastructure for Ex-Servicemen in India



Source: population pyramid created by the researcher based on primary data

The demographic pyramid shown above provides visual proof by highlighting the average scores for various services as well as the satisfaction ratings of both Ex-Servicemen who have registered for the resettlement course and those who have not. Based on the visual evidence in *Figure No. 6.3*, the researcher prompts a deeper

examination of the distinction between service and individual RII. Based on their retirement rank and registration status. The above-mentioned hypothesis is designed to check the variation between the scores. The study has utilized the Shapiro Wilk normality test to determine whether analytical test is appropriate by determining whether the following research variable is normally distributed.

Table No 6.7: Data Profiling of the Service Score & Satisfaction Score of Resettlement Institutional Infrastructure (RII) & Their

Score Generated by Researcher	Mean [$\pm$ SD]	Kurtosis	Skewness	Shapiro Wilk's Test
<i>Career Related Services</i>	19.09 [± 3.86]	0.29	-1.09	.913***
<i>Grievance Related Services</i>	16.62 [± 3.47]	0.19	0.42	.879***
<i>Skill Nurturing Services</i>	12.88 [± 2.45]	0.89	0.97	.914***
<i>Resettlement Related Services</i>	13.24 [± 2.07]	0.34	0.38	.948***
<i>Placement Related Services</i>	12.37 [± 2.32]	1.44	-0.24	.959***
<i>Employer-Employee Interface</i>	12.63 [± 2.39]	1.41	-0.79	.934***
<i>Sainik Board Satisfaction score</i>	35.72 [± 6.36]	-1.22	-0.33	.902***
<i>DGR Satisfaction</i>	52.19 [± 5.75]	1.66	5.14	.839***
<i>APA Satisfaction</i>	25.00 [± 3.88]	-.572	2.48	.954***
<i>Overall Satisfaction of RII</i>	112.91 [± 9.68]	.201	.057	.991 ^{NS}

Source: Computed and Compiled by the researcher

Based on the result of the Data Profiling in Table no 6.6, Shapiro & Wilk, (1965); and Razali & Wah, (2011) suggest using the Shapiro Wilk's test for checking the normality of the computed scores. The Shapiro Wilk's test results reveal that, scores are not normally distributed except the Overall Satisfaction Score of RII. The value of Skewness, Kurtosis and Standard Deviation mentioned above also reveals that, the Service of RI's / Individual RI satisfaction scores are not normally distributed, whereas the / Overall RII Satisfaction Score is normality distributed, as per the Shapiro Wilk's test is ($p > 0.05$ i.e., 0.16). Therefore, the study used the Kruskal-Wallis (KW) test to investigate how satisfaction differ pairwise within the rank group. So, the **Dunn-**

Bonferroni post hoc test is employed here. A considerable difference in the satisfaction scores of the rank group "**Above Naik**", can be seen when comparing the post hoc test findings pairwise.

The *table no.6.7* exhibits the KW test results to evaluate how differently RII provides service depending on retirement rank. However, no significant difference in the service provided by the RII based on their retirement rank is found ($\chi^2=3.03$, $p=0.21$, $df=2$ for Career-related), ($\chi^2=.22$, $p=.89$, $df=2$ for Grievances-related), ($\chi^2=.77$, $p=.68$, $df=2$ for Job-related), ($\chi^2=.34$, $p=.84$, $df=2$ for Resettlement-related), ($\chi^2=.66$, $p=.71$, $df=2$ for Placement-related), and ($\chi^2=3.16$, $p=.20$, $df=2$ for Employer-employee Interface related). The KW test is additionally used to look for variations in everyone's RII according to retirement rank. The outcome indicates that there is a statistically significant difference between the mean rank of Individual RII and retirement rank in all situations ($\chi^2=7.86$, $p=0.02$, $df=2$ for Sainik Board Scores), ($\chi^2=13.29$, $p=0.00$, $df=2$ for DGR Scores), and ($\chi^2=11.03$, $p=0.04$, $df=2$ APA Scores). The difference in Overall Satisfaction mean according to Retirement Rank is also examined using one-way ANOVA. According to the outcome ($F=1.85$ $p=0.15$), there is no discernible difference in the mean rank of the total RII Satisfaction Scores.

Likewise, the Mann-Whitney U test (MW-U) test is run to see if RII provides different services depending on the registration status. The outcome shows that there is only a significant difference when it comes to Service-related Resettlement ($U=17,826.50$ and $p=.01$). However, there is no discernible difference in the RII's service according to the Status of registration as ($U=14,881.50$ and $p=.60$ for Career-related), ($U=15,389.50$ and $p=.99$ for Grievances-related), ($U=14,496.50$ and $p=.30$ for Job-related), ($U=15,575.00$ and $p=.85$ for Placement-related), and ($U=15,145.50$ and $p=.79$ for Employer-employee Interface related).

Table 6.8.: Results of Service Specific / Resettlement Institution (RI's) Specific / Overall Satisfaction Score Based on their Registration status in RI's and Retirement Rank.

Types of Services provided to the ESM by Resettlement Institutions (RI's)	Status of Registration in RI's			Retirement Rank			
	YES	NO	Test Statistics	Below Naik	Naik	Above Naik	Test Statistics
Career Related Services	189.37	195.88	14,881.50 ^{NS}	206.27	184.33	189.00	3.03 ^{NS}
Grievance Related Services	193.91	194.04	15,389.50 ^{NS}	196.80	193.88	190.25	0.22 ^{NS}
Skill Nurturing Services	185.93	197.29	14,496.50 ^{NS}	187.99	196.08	199.78	0.77 ^{NS}
Resettlement Related Services	215.67	185.18	17,826.50 ^{***}	192.42	191.51	199.33	0.34 ^{NS}
Placement Related Services	195.56	193.36	15,575.00 ^{NS}	198.12	187.77	196.06	0.66 ^{NS}
Employer-Employee Interface	191.73	194.93	15,145.50 ^{NS}	201.40	180.20	200.99	3.16 ^{NS}
Satisfaction with their Resettlement Institutional Infrastructure	Status of Registration in RI's			Retirement Rank			
	YES	NO	Test Statistics	Below Naik	Naik	Above Naik	Test Statistics
Sainik Board Satisfaction [#]	186.61	197.01	14,223.00 ^{NS}	184.09 ^a	185.64 ^a	218.33 ^b	7.86 ^{***}
DGR Satisfaction [#]	206.76	188.80	16,666.00 ^{NS}	184.16 ^a	183.34 ^a	225.30 ^b	13.29 ^{***}
APA Satisfaction [#]	196.38	193.03	15,035.50 ^{NS}	181.52 ^a	185.10 ^a	222.60 ^b	11.03 ^{***}
Overall RII Satisfaction	202.12	190.96	-1.35 ^{NS}	113.68	111.61	113.47	1.85 ^{NS}

Source: primary data collected and computed by the researcher

Note 1: ^ Data is normally distributed therefore we use the parametric test based on the number of groups in the respective classifying variable.

Note 2: #The letter "a" on the top of values represents the category that represents the same Group. However, the letter "b" represents a different Group.

Additionally, there is no statistically significant variation in the individual satisfaction scores for Sainik Board, DGR, and APA according to their Registration Status ($U=14,223.00$ and $p=.20$, $U=16,666.00$ and $p=.17$, and $U=15,035.50$ and $p=.69$, respectively). Additionally, the mean T-test is employed to examine any differences in overall satisfaction. Overall, there is no statistically significant difference in the conditions for those who have registered ($M=113.96$, $SD=11.00$) and those who have not ($M=112.49$, $SD=9.07$); $T(385)=-1.35$, $p=.176$.

Further, the study intends to explore the pairwise difference in satisfaction scores within the rank category. Therefore, for this, the Dunn-Bonferroni post hoc test is used. *The pair-wise comparison of the results of the post hoc test reveals that there is a significant difference in the satisfaction scores of the rank category “Above Naik”.*

The resettlement of Ex-Servicemen (ESM) is a matter of global concern, as every country is striving to provide effective support and assistance mechanisms with the help of a dedicated resettlement apparatus. India having the second largest active Military is no exception, and it has established a multi-tiered resettlement mechanism aimed at facilitating the smooth transition of ESM to civilian life. Hence, this chapter examines the resettlement infrastructure at the national, state, and district levels. It further accesses the roles, functions, and performance of key institutions such as *the Directorate General Resettlement (DGR) and the Army Placement Welfare Agency (APWA)*. The subsequent chapter will present detailed findings and offer recommendations based on the analysis and result undertaken in the previous chapters.

Chapter ~ 7

CHAPTER– 7

FINDINGS AND RECOMMENDATIONS

7.1 SUMMARY OF THE STUDY

As a sociological category, Ex-servicemen (ESM) are relatively new. According to historical sources, a person was a soldier for life during the ancient and medieval ages. Ex-Servicemen (*ESM*) are currently defined broadly as anyone who has served in one of the three armed forces for any amount of time and is still alive today. Despite being a retired person, an Ex-Serviceman actually does not fit into that category because he is still youthful and in excellent physical condition as well as possessing excellent attributes of loyalty, discipline, and professionalism. Many people are unaware that even the lowest rank soldier is an expert in some areas. He has experience with complex weapons and equipment, making him an expert in the art of combat. Some have had good experience fighting in a variety of environments, including high altitude, the jungle, the desert, riverine terrain, or a populated location. He becomes a rapid learner with a high degree of adaptability as a result of these encounters. Unfortunately, after he “hangs his boot,” this experience, no matter how valuable it may be, is not very useful. Due to the fact that he still has a lot of household responsibility to do, the question of what ESM should do to ensure a seamless transition to civilian life and secure meaningful employment arises.

The abilities and skills needed to get work are known as Competencies. To be competitive, one must convince employers that they possess both the broad range of employability abilities and the discipline-specific technical talents they demand. Competency are generic abilities that are necessary for the majority of employment, but they also aid in job retention and career advancement. The abilities that assist us in seeking employment throughout our lives are known as employability skills. They may

also be referred to as essential skills, life skills, critical competencies, key skills, or key skills. The definition of employability skills is the set of abilities needed not just to find work but also to advance in it. Therefore, the study “Second Career Competency Mapping and Assessment of Resettlement Infrastructure for Indian Army Ex-Servicemen” is a study that intends to map the competency of an ESM to get employment after retirement.

The study also provides feedback on the Resettlement infrastructure regarding the preference of the job role through Tracks along with their vertical and horizontal movement. The study promotes the competency-based job and conducts a detailed content search to strategize the Second Career Structuring (*Tracks, Verticals & Horizontals Movements*) for each cluster having a specific competency level. In addition to this, the study was also designed to assess the role and performance of three major resettlement institutes together called Resettlement Infrastructure. The study has generated satisfaction scores of ESMs regarding the resettlement Infrastructure. In order to produce a workable model of resettlement framework and recommendations and for their institutional improvement, the study has analyzed their past placement records, got feedback from their registered Ex-Servicemen in the Indian Army across all categories and ranks, and used the data.

7.2 FINDINGS OF THE STUDY

7.2.1 The Second Career Competency Mapping (*Knowledge, Attitudes, and Skills*) for the Indian Army Ex-servicemen

Competency mapping describes the duties and responsibilities. Every well-run firm needs positions with clear job descriptions and a list of prerequisite skills to fulfill each role's *duties* (Pargaonkar & Yadav, 2022). Therefore, a person's career is greatly influenced by their competencies. In other words, in order to begin a second job, ESM

also requires a specific set of abilities. As a result, the chapter's extensive competency mapping of ESM is presented in the form of a competency score.

Competency mapping has a number of benefits however, in the Indian context the concept of competency mapping is New (*Yedama et al., 2001*). Therefore, the study is one of the pioneers in the field especially in the sector like Indian Army ESM. The need for Competency mapping is felt more in this area as this competency-driven market is absolutely new for the ESMs who have spent most of their lives in Isolation. Thereby, the study conducts the competency mapping through competency scores generated from knowledge, skill, and job attitude's summated scores through cluster analysis.

(i) The key finding related to the Second Career Competency Mapping (*Knowledge, Attitudes, and Skills*) for the Indian Army Ex-Servicemen

The study reveals that the rank category “Above Naik” has the highest Knowledge Scores compared to the rank categories “Naik” and “Below Naik” across both sub-categories of Knowledge Scores: Tacit and Explicit Knowledge. A significant association is observed between Retirement Rank and Knowledge Scores.

Similarly, the rank category “Above Naik” also exhibits the highest Skill Scores compared to the Naik and Below Naik categories across all three sub-categories of Skill Scores: Job Attitude, Core Skills, and Soft Skills. There is a significant association between Retirement Rank and Skill Scores.

Furthermore, the Job Attitude Scores are highest for the Above Naik category across all three sub-categories of Job Attitude: Involvement, Organizational Commitment, and Satisfaction. A significant association exists between Retirement Rank and Involvement Scores; however, no significant association

is found between Retirement Rank and Satisfaction or Organizational Commitment Scores.

7.2.2 The Second Career Structuring (*Tracks, Verticals & Horizontals Movements*) for the Indian Army Ex-servicemen.

The advancements and decisions a person make throughout his/her working life, particularly regarding their occupation, are referred to as your career. The second Career, on the other hand, is the career that begins following the end of another career. A second career in the context of ESMs is one that was pursued following retirement. However, in order to obtain a second job, one must possess certain skills which is the reason why the study conducts the competency mapping in the first objective. The study aims to promote a competency-based second career. Hence, based on their competencies and their matching personality traits the study structures the detailed career path in the form of tracks along with their vertical and horizontal movement. There are studies that have compiled a comprehensive literature review in the field of mid-life second careers (*Helppie-McFall & Sonnega, 2017*) .

(i) *Key Findings on the Demographic Classification of Ex-Servicemen and Their Work Preferences*

Age and Work Preference: There is no significant relationship between age and preference for employment or self-employment among ex-servicemen.

Marital Status and Work Preference: Marital status has a significant association on work preference, with married individuals being more inclined towards employment than self-employment.

Army Background and Work Preference: There is no significant association between having an army background and the preference for employment or self-employment.

Spouse's Employment Status: Ex-servicemen whose spouses are employed are more likely to choose self-employment over traditional employment.

Family Type and Work Preference: Family structure influences work preference, with those from nuclear families showing a higher tendency for self-employment compared to those from joint families.

Parental Independence: Ex-servicemen with financially independent parents are more inclined towards employment, while those with dependent parents show a greater inclination towards self-employment.

Retirement Rank and Work Preference: Higher-ranked ex-servicemen are more likely to opt for employment, whereas those retiring at lower ranks show a greater preference for self-employment.

(ii) The Key Finding on Sectoral Preference of Ex-Servicemen

Employment vs. Self-Employment: A majority of Ex-Servicemen prefer employment over self-employment after retirement.

Government/Public Sector Preference: More Ex-Servicemen choose to work in the government or public sector compared to the private sector.

Private Sector Distribution: Among those in the private sector, a larger proportion work in modern industries compared to conventional industries.

Popular Government/Public Sector Fields: The most preferred government/public sector fields include state-owned enterprises, financial institutions, and defence-related jobs.

Conventional Private Sector Preferences: In the conventional private sector, management, retail, and textile industries are the most preferred job categories.

Modern Private Sector Preferences: In the modern private sector, sports & fitness, tourism & travel, and green sector jobs attract the highest number of ex-servicemen.

(iii) *The key Finding of Job Role Preferences Among Ex-Servicemen (ESM)*

Management: The most preferred job roles include Assessor, Recruitment Executive (HR), and Survey Supervisor. In contrast, Secretaries, Firefighters, and Instructional Designers are the least preferred roles.

Power Sector: Electrical Winder, Surveyor (Transmission Line), and Pipe Fitter are the most sought-after job roles. However, Lineman Distribution, Coal Handling Operator, and Engineer (Transmission) are the least preferred.

Textile Industry: Ex-Servicemen show a strong preference for roles such as Cold Storage Technician, Carding Operator, and Jute Weft Winding Operator. On the other hand, Size Mixer, Knotting Machine Operator, Tape Winder, and Jute Breaming Operator are the least preferred roles.

Retail Sector: The most favored job roles include Visual Merchandiser, Business Leader/Multi-Outlet Retailer, and Retail Trainee Associate. Meanwhile, Seller Activation Executive, Self-Employed E-Tailer, Sales Supervisor, and Retail Team Leader are among the least preferred.

Logistics: Warehouse Manager, Cargo Surveyor, and Vessel Operator rank as the most preferred job roles, whereas Courier Manager, EXIM Executive, and Cold Chain Lead are the least favored.

Sports & Fitness: Sports Masseur, Strength and Conditioning Coach, and Fitness Trainer are the top choices for Ex-Servicemen. Conversely, Self-Defense

Instructor, Physical Activity Facilitator, and Group Fitness Trainer are the least preferred roles.

Food Processing: The most preferred job roles include Fruits and Vegetable Selection In-Charge, Processed Food Entrepreneur, and Industrial Production Worker. In contrast, Milling Technician, Cottage Cheese Maker, and Production Manager are the least preferred.

Green Sector: Rooftop Solar Grid Engineer, Solar PV Manufacturing Operator, and Waste Management Manager are the most sought-after roles, while Safai Karamchari, Solar PV Designer, and Solar PV Installer (Electrical) are the least preferred.

Tourism & Travel: Tour Manager, Paragliding Coach, and Guest House Caretaker are among the most favored job roles. However, Food Delivery Associate, Facility Management Executive, and Front Office Associate are the least preferred.

IT & ITES: The most preferred job roles include Pack Collections Executive, Pack-Associate Desktop Publishing, and Analyst. Meanwhile, Domestic Biometric Data Operator, Pack Hardware Engineer, and Pack Design Engineer (Engineering Analysis) are among the least preferred.

(iv) *The Key Findings on the Association Between Demographic Profiles and ESM Clusters*

Additionally, K-means cluster analysis was conducted, categorizing the ESM sample into four distinct clusters based on their competencies. These clusters reflect specific personality traits, knowledge levels, skills, and job attitudes. Accordingly, the clusters are named as follows:

✓ <i>Cluster 1:</i> Sentinel	✓ <i>Cluster 2:</i> Explorer	✓ <i>Cluster 3:</i> Analyst	✓ <i>Cluster 4:</i> Diplomat
--	--	---------------------------------------	--

Each cluster represents a unique combination of competencies, providing insight into the diverse capabilities of ESM.

Age and Cluster Membership: There is no significant association between age and the different clusters of ESM, indicating that age does not strongly influence their classification into Sentinels, Explorers, Analysts, or Diplomats.

Marital Status and Cluster Membership: Marital status does not show a significant association with cluster membership, suggesting that being married, unmarried, or belonging to other categories does not affect how ESM are grouped.

Parental Independence and Cluster Membership: The independence of parents does not have a significant association with cluster classification, implying that whether or not parents are dependent does not play a crucial role in how ESM are categorized.

Current Employment Status and Cluster Membership: There is no significant association between being currently employed and cluster classification, indicating that employment status does not majorly impact the grouping of ESM into different clusters.

Work Preference and Cluster Membership: A significant association exists between work preference (employment or self-employment) and cluster classification. This suggests that certain clusters are more inclined towards employment, while others show a higher preference for self-employment.

Army Background and Cluster Membership: A significant association is found between having an Army background and cluster classification. This indicates

that individuals with and without an Army background are likely to be categorized into different clusters based on their characteristics.

Spouse's Employment Status and Cluster Membership: A significant association is observed between whether the spouse is employed and the cluster classification. This suggests that having a working spouse may influence the grouping of ESM into specific clusters.

7.2.3 Assessment of the Significance of Resettlement Infrastructure for the Indian Army Ex-Servicemen.

As the ESM retires at an age when they can still work for a living for a few more yrs, and at a time when their social and financial obligations are at their peak, forces them to seek a second career (*Singh, 1985*). In order to cope with the situation Government has set up various resettlement institutions and even reserved various vacancies for them. However, the scenario regarding the resettlement is still in below average stage (*Sudha A.K, 2018*). Therefore, the study brings out the performance of the Resettlement infrastructure through the satisfaction scores. The following are the major findings of the study.

(i) *The key Finding on Pre and Post retirement Training*

Majority of the ESM have not registered themselves with the DGR for paid courses.

Those who have attended the paid courses have received motivation from the Record Office and Sainik Boards.

The majority of Ex-Servicemen (ESMs) have cited the high cost of courses, lack of relevant course options, and concerns about past performance as the primary reasons for not accepting them. Majority of the ESM are not satisfied with the

performance of the Sainik Board, DGR, and APA as well as the service provided by them.

(ii) *The key Findings on the association between the Level of satisfaction and RIIs*

A significant association exists between retirement rank and satisfaction with the Sainik Board. Ex-servicemen with ranks below Naik exhibit the highest level of dissatisfaction. Naik ranks show a more balanced distribution, with most reporting medium satisfaction. Those above Naik demonstrate a higher satisfaction level compared to the other two groups.

A significant association is observed between retirement rank and satisfaction with DGR. Ex-servicemen below Naik and Naik ranks report higher dissatisfaction. Those above Naik display the highest satisfaction levels, indicating that higher ranks perceive DGR services more favourably.

The association between retirement rank and satisfaction with APA is statistically significant. Ex-servicemen below Naik report the highest dissatisfaction levels. Naik ranks also exhibit higher dissatisfaction but with a slight increase in medium satisfaction. Those above Naik demonstrate a more positive outlook, with a greater proportion expressing high satisfaction.

No significant association is found between registration status and satisfaction with the Sainik Board. Satisfaction levels are comparable between those registered and not registered. Non-registered individuals show slightly higher satisfaction than registered ones.

No significant association is observed between registration status and satisfaction with DGR. Registered individuals report higher satisfaction levels compared to non-registered individuals. However, dissatisfaction remains notable among both groups.

No significant association exists between registration status and satisfaction with APA. Satisfaction levels are similar for both registered and non-registered groups. A slightly higher proportion of medium satisfaction is observed among non-registered individuals.

No significant association is found between registration status and overall satisfaction with resettlement initiatives. Both registered and non-registered individuals report similar satisfaction levels across categories. However, registered individuals tend to have slightly higher satisfaction compared to non-registered ones.

(iii) Key Findings on the variation Between Resettlement Services and Satisfaction Levels

Across different retirement ranks (*Below Naik, Naik, and Above Naik*), satisfaction levels for career, grievance, skill nurturing, placement, and employer-employee interface services do not show significant variation. This implies that rank does not influence how ex-servicemen perceive these services, indicating a uniform experience across ranks.

Significant Differences in Satisfaction with Resettlement Institutional Infrastructure Based on Retirement Rank. Satisfaction with Sainik Board, DGR, and APA varies significantly among different retirement ranks. Ex-servicemen in the "Above Naik" category report significantly higher satisfaction levels compared to those in the "Below Naik" and "Naik" categories. This suggests that higher-ranking

personnel may have better access to resources, networks, or post-retirement benefits, leading to greater satisfaction with resettlement institutions.

No Significant Difference in Overall Resettlement Satisfaction (RII) Based on Registration or Rank. Overall satisfaction with resettlement services does not significantly differ between registered and non-registered individuals or across retirement ranks. This indicates that other factors, such as personal efforts, external job opportunities, and financial planning, may play a bigger role in overall satisfaction.

7.3 RECOMMENDATION OF THE STUDY

After considering the study's findings, the following suggestions are generated, the study suggests a change to the resettlement system's structure and procedures. The ESM needs to be equipped with the necessary abilities to enable comprehensive progress during the first few years of employment, or the "in service" term. The goal should be to provide the *Personnel Below Officer Rank* (PBOR) with specific competencies necessary for the Civilian Job Market throughout the "transition period."

7.3.1 Skill Development & Training Programs

- a) Implementation of rank-based training to enhance tacit and implicit knowledge for lower-ranked personnel (Naik and below).
- b) Targeted skill enhancement programs can be introduced to focus on core and soft skills for those in the Naik and below Naik category.
- c) Mentorship programs, can be introduced where experienced personnel from "Above Naik" ranks guide and train junior ranks.

7.3.2 Career Transition Support

- a) Customized second-career programs can be introduced tailored to the skill and knowledge gaps identified in lower rank categories.
- b) Offer specialized workshops on organizational commitment and job satisfaction for retiring personnel to ease their transition into civilian jobs.
- c) Promote networking opportunities for lower ranks to connect with higher-rank veterans who have successfully transitioned.

7.3.3 Job Placement Strategies

- a) Employers hiring Ex-Servicemen should consider the strong skills and job attitude of Above Naik ranks for leadership roles.
- b) Upskilling programs should be encouraged for lower-ranked personnel to enhance their employment prospects.
- c) Recognize the involvement scores of all categories and leverage them to place veterans in roles requiring high discipline and commitment.

7.3.4 Public Sector (PSUs & Financial Institutions)

- a) Facilitate exclusive recruitment drives for ESM in State PSUs & Financial Institutions through MOUs with Government bodies.
- b) Design customized skill transition programs to help ESM adapt to financial and administrative roles.
- c) Provide fast-track entry schemes similar to lateral hiring for roles like banking operations, HR, and security management.

7.3.5 Sector Based Recommendation

- a) Partner with top retail chains (*Reliance, Tata, Aditya Birla, etc.*) to create dedicated ESM hiring programs.

- b) Offer short-term management training to equip ESM with business and customer service skills.
- c) Encourage private firms to recognize military leadership experience for mid-level management roles.
- d) Encourage state skill development councils to offer training in corporate ethics, conflict resolution, and HR analytics.
- e) Subsidized Training Programs: Government should offer free or heavily subsidized training for ESM in high-demand sectors.
- f) Industry-Aligned Course Design: Revise DGR courses based on real job market demand, ensuring alignment with state PSUs, financial institutions, and private sectors.
- g) Flexible Online Learning: Introduce hybrid learning models so ESM can upskill remotely while working.
- h) Strengthen state and district-level Sainik Boards for better reach and faster response.

7.3.6 Overall Policy Recommendations

- a) Encourage government and corporate sectors to create more structured employment avenues based on rank-wise capabilities.
- b) Provide additional incentives for employers to hire and train lower-ranked Ex-Servicemen.
- c) Promote lifelong learning and skill acquisition policies among military personnel before retirement.
- d) Grievance Redressal System: Establish a dedicated ESM Helpline for complaints regarding training, job placements, and service quality.

7.4 CONCLUSION

In the context of the study Second Career is a career undertaken after the end of a career in the defense force. Due to their early retirement and subsequent household responsibilities, almost all Ex-Servicemen (ESM) require a Second career. There are various Institutions and organizations to support resettlement, rehabilitation, and integration into the civilian stream. However, this is not enough in order to get employment there are certain competencies that are needed. ESM not only requires opportunities but also a certain level of competency is required to be successful in the Second career. Due to a lack of information and job-related skills, the number of government jobs is decreasing while there is fierce competition in the labor market.

A prominent player in the resettlement of ESM, the Director General of Resettlement (DGR) has taken a number of actions in this area, including signing special Memorandums of Understanding with trade groups like the Confederation of Indian Industry (CII). But as of now, there is no reliable method for bridging the gap between the ESM's desire for employment and the business sector's needs in terms of human resources (HR) (*Taneja, 2016*). To help these young military veterans adjust to civilian life and build on their military experience with more employable skills so they can find rewarding work, more has to be done (*Kramm & Lindy, 2015*).

Therefore, the study conducts Competency mapping to check the competencies of the ESM. After mapping the Competencies of the ESM with the help of cluster analysis the entire sample is classified into four clusters. Then based on the cluster characteristics various track along with the horizontal and vertical moment is designed. In addition to this, the study has assessed the performance and perception of ESM. ESMs are a talented and dedicated workforce. They have vast knowledge regarding various fields

and they even have mastery over various soft skills. Therefore, the talent of such a dedicated workforce should be tapped.

There are various organization that looks after the resettlement of ESM. However, the findings of the study suggest that the resettlement organization is not working as per the expectation. The government must take responsibility for the resettlement seriously otherwise the country's most valuable human resources will go wasted.

7.5 SUGGESTIONS FOR THE FUTURE STUDY

The study, "*Second Career Competency Mapping and Assessment of Resettlement of Indian Army Ex-Servicemen*," is a comprehensive, PAN-India research initiative that provides a holistic analysis of the resettlement landscape for Ex-Servicemen (ESM) in India. Beyond offering a detailed overview, the study serves as a critical feedback mechanism for the government, evaluating the effectiveness of resettlement policies and initiatives.

A thorough review of existing literature has been conducted to establish the academic foundation of this research. Future research endeavors may broaden this scope by extending the study to include ex-servicemen from the **Indian Navy** and **Indian Air Force**, thereby ensuring a more comprehensive understanding of resettlement across the armed forces.

Furthermore, this study is based on an analysis of **ten selected sectors**. Future research can expand upon this by including additional sectors, employing well-defined sectoral classifications, and exploring diverse employment opportunities for ESM. This would contribute to a more nuanced understanding of the second career trajectories available to India's Ex-Servicemen.

Reference

LIST OF REFERENCE

- Alpass, F., Long, N., Chamberlain, & MacDonald, C. (2009, November 17). Job Satisfaction Differences between Military and Ex-Military Personnel; The Role Demographic and Organisational Variables. *Routledge Taylor and Francis Group*, 228-249. doi:10.1207/s15327876mp0903 4
- Ahern, J., Worthen, M., Masters, J., Lippman, S. A., Ozer, E. J., & Moos, R. (2015, July). The Challenges of Afghanistan and Iraq Veterans' Transition from Military to Civilian Life and Approaches to Reconnection. 1-13. doi:10.1371/journal.pone.0128599
- Bannet, D., Wellman, G., Mahmood, M., Freye, R., Remund, D., & Samples, P. (2015). Survey of Retired Military Pharmacist's Transition to a Civilian Pharmacy Career Path. *Military Medicine*, CLXXX(12), 1219-1224. doi:10.7205/MILMED-D-14-00531.
- Brown, P., Hesketh, A., & William, S. (2002, May). Employability in a Knowledge Driven Economy. *Journal of Education and Work*, XVI(2), 107-126. doi:10.1080/13639080305562
- Baruch, Y., & Quick, J. (2007). Understanding Second Careers: Lessons from a Study of U.S. Navy Admirals. *Human Resource Management*, 46, 474-491. <https://doi.org/10.1002/HRM.20178>.
- Burton, P. (2008, March 20). Military Resettlement; An Appraisal of the Opportunities and Practicalities involved. *The RUSI journal*, CXXXVII(1), 53-55. doi:10.1080/03071849208445572
- Curtin, P. (2004). Employability skills for the future.
- Chowdhury, V. (2011, April 2). Resettlement and Rehabilitation 2011 : reasons, issues and objectives. Retrieved from <https://www.indiastudychannel.com/resources/138941-Resettlement-and-Rehabilitation-2011-reasons-issues-and-objectives.aspx>
- Carracedo, F., Soler, A., Martín, C., López, D., Ageno, A., Cabré, J., García, J., Aranda, J., & Gibert, K. (2018). Competency Maps: an Effective Model to Integrate Professional Competencies Across a STEM Curriculum. *Journal of Science Education and Technology*, 27, 448-468. <https://doi.org/10.1007/S10956-018-9735-3>.

- Dhaka, S. K., Singh, A., & Goyal, S. (2020, April 25). STUDY OF COMPETENCY MAPPING OF EX- SERVICEMEN OF INDIAN ARMY WORKING IN SERVICE SECTOR. *International Journal of Psychosocial Rehabilitation*, XXIV(6), 3421-3431. Retrieved from https://www.researchgate.net/publication/341215112_STUDY_OF_COMPETENCY_MAPPING_OF_EX-SERVICEMEN_OF_INDIAN_ARMY_WORKING_IN_SERVICE_SECTOR
- Demers, A. (2011). When veterans return: The role of community in reintegration. *Journal of Loss and Trauma*, XVI(2), 160-179.
- Eisen, M. B., Spellman, P. T., Brown, P. O., & Botstein, D. (1998). Cluster analysis and display of genome-wide expression patterns. *Proceedings of the National Academy of Sciences*, XCV(25), 14863-14868
- Fajaryati, N., B., Akhyar, M., & , W. (2020). The Employability Skills Needed To Face the Demands of Work in the Future: Systematic Literature Reviews. *Open Engineering*, 10, 595 - 603. <https://doi.org/10.1515/eng-2020-0072>.
- Fathima, M. (2016). Competency Mapping an Overview. *Imperial journal of interdisciplinary research*, 2.
- Freedman, M. (2011). *The big shift: Navigating the new stage beyond midlife*. Public Affairs.
- Gardner, N. (2013, April 14). Morale and Discipline in a Multiethnic Army: The Indian Army in Mesopotamia (1914-1917). *The Jpurnal of the Middle East and Africa*, IV(1), 1-20. doi:10.1080/21520844.2013.772980
- Green, A. E. (2003, November). Labour Market Trends, Skill Needs and Ageing of the Workforce: A Challenge for Employability? *Labour Economy*, XVIII(4), 306-321. doi:10.1080/0269094032000153835
- Granovetter, M. S. (1973). The strength of weak ties. *American Journal of Sociology*, LXXVIII(6), 1360-1380.
- Galily, Y., & Shimon, P. (2012). The Transition of Retired Military Officers to a Second Career in Sport Management: The Israeli Case. *Journal of Multidisciplinary Research*, 5-17.
- Glen, S. (n.d.). *Primary Data & Secondary Data: Definition & Example*. Retrieved from Statistics how to: <https://www.statisticshowto.com/experimental-design/primary-data-secondary/>

- Hathni, A. (1990, January-March). Rehabilitation and Resettlement of Displaced Persons. *Vikalpa: The Journal for Decision Makers*, XV(1), 47–52. doi: <https://doi.org/10.1177/0256090919900105>
- Harraf, A., Lin, Y., & Shahhosseini, A. (2019). Competency Mapping for Training Effectiveness. <https://doi.org/10.18260/1-2--32528>.
- Helppie-McFall, B., & Sonnega, A. (2017). Characteristics of Second-career Occupations: A Review and Synthesis. Ann Arbor, MI. University of Michigan Research Center. Retrieved from WP 2017-375. <http://mrrc.isr.umich.edu/wp375/>
- Hochschild, A., & Machung, A. (1989). The Second Shift. . <https://doi.org/10.2307/3340976>.
- Hutson, S. (2004, February 3). Resettling Older Homeless People: A Longitudinal Study of Outcomes. *Journal of Social Policy*, XXXIII(1), 171 - 172. doi:10.1017/S0047279403337286
- Houghton, D. (2017). Military leadership principles applied to business. *Leadership Quarterly*, XXVIII(4), 543-560.
- Oreg, S., & Sverdlik, N. (2011). Ambivalence toward imposed change: The conflict between dispositional resistance to change and the orientation toward the change agent. *Journal of Applied Psychology*, XCVI(2), 337-349.
- Jafri, M. K., & Aziz, R. (2021, December 31). Relationship between Employment and GDP in Pakistan:Sector Wise Estimation of Output Elasticities. *Empirical Economic Review (EER)*, IV(5), 121-145. doi: <https://doi.org/10.29145.eer.42>
- Jaysawal, N. (2013, September). Success of Resettlement and Rehabilitation Activity Amidst Obstacles: A Study of China. *International Journal of Social Work and Human Services Practice*, I(1), 26-30. doi:10.13189/ijrh.2013.010105
- Johnson, R. W., & Kawachi, J. (2007). JOB CHANGES AT OLDER AGES: EFFECTS ON WAGES, BENEFITS, AND OTHER JOB ATTRIBUTES. *SSRN Electronic Journal*. doi:10.2139/ssrn.1299189
- Johnson, W. (2020). Integrity in professional settings: A review. *Ethics & Behaviour*, XXX(5), 321-335.
- Jones, M. (2020). *The role of veterans in law enforcement*. *Law Enforcement Journal*, XLV(4), 78-89. <https://doi.org/10.1093/lej/lez089>

- Karney, B. R., Loughran, D. S., & Pollard, M. S. (2012, April 4). Comparing Marital Status and Divorce Status in Civilian and Military Populations. *Journal of Family Issues*, 12, 1572–1594. doi:10.1177/0192513X12439690
- Kaur, J., Madaan, G., Qazi, S., & Bhalla, P. (2023). An Explorative Factor Analysis of Competency Mapping for IT Professionals. *Administrative Sciences*. <https://doi.org/10.3390/admsci13040098>.
- Kramm, N., & Lindy, H. (2015, April 15). We are different now? The Effect of Military Service on Youth Reintegration and Employment in South Africa. doi:10.1080/10246029.2015.1028417
- Kyröläinen, H., Pihlainen, K., Vaara, J., Ojanen, T., & Santtil, M. (2018, November). Optimising training adaptations and performance in military environment. *Journal of Science and Medicine in Sport*, 1131-1138. doi:<https://doi.org/10.1016/j.jsams.2017.11.019>
- Loughran, D. S. (2014). *Why is Veteran Unemployment So High?* Retrieved from www.rand.org
- Lahlouh, K., Lacaze, D., & Ramirez, R. H. (2019, September). Bridge employment and fullretirement intentions: the role of person-environment fit. *Personnel Review*, XLVIII(6), 1469-1490. doi:10.1108/PR-02-2018-0067
- Maharajan, K., & Krishnaveni, R. (2016). Inclusive Management of Ex-Servicemen in India. *IIMB Management review*, 5-17.
- Maharajan, K., & Subramani, B. (2014). A critical study on re-settlement problems of air force ex-service in India; evolving management studies. *International journal of research in management science*, II(1), 13-23. doi:2347-5943
- Mangum, S. L., & Ball, D. E. (1989, January). The Transferability of Military-Provided Occupational Training in the Post-Draft Era. *Industrial and Labor Relation Review*, 42, 230-245. doi:10.2307/2523356
- Martinez, E. (2021). The impact of physical fitness on job performance. *Occupational Health Journal*, XXXIX(2), 89-99.
- Manderscheid, R. W. (2007, April). Helping Veterans Return: Community, Family, and Job. *Archives of Psychiatric Nurse*, XXI(4), 122-124. doi:<https://doi.org/10.1016/j.apnu.2006.12.006>

- Moen, P. (2016). *Encore adulthood: Boomers on the edge of risk, renewal, and purpose*. Oxford University Press.
- Narang, G. S., & Goswami, P. (2015, November). Shortage in Officer's Cadre in Indian Armed Forces: A Critical Analysis. *International Journal of Physical and Social Science*, V(11), 26-38.
- NaliniDevi, S., & Panchanathan, N. (2013). Analysis on Literature review on competency mapping for nurses in healthcare. *American International Journal of Research in Humanities, Arts and Social Sciences*, 168-170.
- Nindl, B., Billing, D., Drain, J., Beckner, M., Greeves, J., Groeller, H., . . . Fried, K. I. (2018, November). Perspectives on resilience for military readiness and preparedness: Report of an international military physiology roundtable. *Journal of Science and Medicine in Sport*, XXI(11), 1116-1124.
- Pargaonkar, P., & Yadav, M. (2022, October 12). COMPETENCY MAPPING AS A TOOL FOR CAREER PLANNING IN EDUCATION INSTITUTE: LITERATURE REVIEW. *Shodha Prabha*, XLVII(3), 138-146. Retrieved from https://www.researchgate.net/publication/364314652_COMPETENCY_MAPPING_AS_A_TOOL_FOR_CAREER_PLANNING_IN_EDUCATION_INSTITUTE_LITERATURE_REVIEW
- Pema, E., Mehay, S., & Tick, S. (2016, October 10). Non-Cognitive Skills and Job Match: Evidence from Military Applicant. *Defence and Peace Economics*, 1-23. Retrieved March 1, 2019, from <http://dx.doi.org/10.1080/10242694.2016.1234203>
- Poduval, T., Sam, A. M., & James, J. K. (2016). EXPLORATION OF PROBLEMS FACED BY EX-SERVICEMEN OF THE INDIAN ARMED FORCES IN ADJUSTING TO CIVILIAN LIFE POST-RETIREMENT. *International Conference for Counselling and Psychotherapy At: Christ University, Bangalore*. Retrieved from https://www.researchgate.net/publication/304452477_EXPLORATION_OF_PROBLEMS_FACED_BY_EX-SERVICEMEN_OF_THE_INDIAN_ARMED_FORCES_IN_ADJUSTING_TO_CIVILIAN_LIFE_POST-RETIREMENT
- Rai, P., & Seha, R. (n.d.). a Study on second career.

- Ramakrishnan, R. (2006). Competency Mapping. *National conference on Emerging Trends in Business Research* (pp. 1-15). Chennai : Easwari Engineering College . Retrieved from https://www.researchgate.net/publication/295525757_Competency_Mapping#fullTextFileContent
- Ruitenbunrg, S., & Tigchelaar, A. (2021). Longing for recognition: A literature review of second-career teachers' induction experiences in secondary education. *Educational Research Review*. <https://doi.org/10.1016/J.EDUREV.2021.100389>.
- Saikumari, V., Sunitha, V., Kirthika, V. S., A, J. R., & Lokeshwaran, K. (2021, May 10). A Study On Effectiveness Of Competency Mapping Through Training And Development. *Turkish Journal of Computer and Mathematics Education*, *XII*(11), 411-416.
- Saxena, S., & Gujral, H. K. (2018, June). Competency Mapping: A Powerful HR Tool for Efficiency Enhancement in the Organization. *International Journal of Applied Business and Economic Research*, *XV*. Retrieved from n at: <https://www.researchgate.net/publication/325568155>
- Shalini, D. (2024). A STUDY ON COMPETENCY MAPPING. *International Scientific Journal of Engineering and Management*. <https://doi.org/10.55041/isjem01732>.
- Sharma, M. R., & Jain, D. (2020). Resettlement Problems of Ex-Servicemen in India: A Critical Study. (pp. 639-644). London, UK: IEEE. doi:10.1109/WorldS450073.2020.9210402
- Sharma, M. R., & Jain, D. (2021, October 9). Transitioning from Military to Civilian Society: Trials and Tribulations of Integration Process. doi:10.1177/09722629211040881
- Sharma, S. (2015, July 2). Occupational stress in the armed forces: An Indian army perspective. *IIMB Management review*, *XXVII*(3), 85-95. doi:<https://doi.org/10.1016/j.iimb.2015.06.002>
- Singh, M. (1985). *Resettlement problems of retired army officers*. Delhi, India: Mittal Publication. Retrieved from https://openlibrary.org/books/OL2694720M/Resettlement_problems_of_retired_army_officers
- Soproni, Z. (2023). Employability Skills. *GiLE Journal of Skills Development*. <https://doi.org/10.52398/gjsd.2023.v3.i2.pp53-65>
- Stothard, C., & Nicholson, R. (2001, Dec). Skill acquisition and retension in training. Retrieved from <http://www.researchgate.net/publication/27253778>

- Sudha, A. K. (2016). Ex-servicemen Resource Management in India. *Imperial journal of interdisciplinary research*, II(9), 394-398. doi:2454-1362
- Sudha, A. K. (2016). Human Resources wastage of ex-servicemen in India. *Business Science international research journal*, IV(1), 31-34. Retrieved from www.imrfjournal.in
- Sudha, A. K. (2018, August). Man Power Management of Ex-Servicemen in India. *International journal of management studies*, V(4), 114-121. doi:2231-2528
- Sunitha, R. (2020, January 5). A Study on Competency Mapping Scale to Map the Competencies of University teachers (With special reference to Karnataka state). *South Asian Journal of Engineering and Technology*, XI(1), 1-3. doi:10.26524/sajet.11.1
- Shekhawat, L. C. (2011, April 21). *EXSERVICEMAN STATUS DOPT defination-injustice to HONRABALLY retiredTA officers with GRATUITY.*
- Singh, M. (1985). *Resettlement problems of retired army officers*. Delhi, India: Mittal Publication. Retrieved from https://openlibrary.org/books/OL2694720M/Resettlement_problems_of_retired_army_officers
- Sakib, M. N., Hagen, E., Mazza, N., Rani, N., Nirjhar, E. H., & Chu, S. L. (2024). Capitalizing on strengths and minimizing weaknesses of veterans in civilian employment interviews: Perceptions of interviewers and veteran interviewees. *Military Psychology*. doi:10.1080/08995605.2024.2356498
- Smith, J. A. (2020). Challenges faced by ex-servicemen in civilian job markets. *Journal of Career Development*, XLVII(2), 123-135. <https://doi.org/10.1177/0894845318819876>
- Spencer, L. M., & Spencer, S. M. (1993). *Competence at work: Models for superior performance*. John Wiley & Sons
- Shwartz, G., & Dori, Y.J. (2020). Transition into Teaching: Second Career Teachers' Professional Identity. *Eurasia Journal of Mathematics, Science and Technology Education*.
- Smith, A. (2021). *Transferable skills from military service to civilian careers*. *Career Development Quarterly*, LXIX(3), 255-267. <https://doi.org/10.1002/cdq.12345>
- Taneja, V. (2016). Empirical Research on Second Career Option for Ex-Service Personnel in "India Incorporation". (B. K. Sheoran, Ed.) doi:23939729

- Tripathi, S. P. (2015, December). Life satisfaction amongst the Ex-Servicemen. *Indian Journal of applied research*, *V*(12), 427-428. Retrieved from shodhganga.inflibnet.ac.in
- Tripathi, S. P. (2016, January). Retirement Ajustment amongst the Ex-Servicemen. *Indian Journal of Applied Research*, *VI*(1), 488-490. doi:2249-555X
- Velayudhan, M. T. (2019). Competency Mapping of the Employees- A Study. *International Conference on Information Communication and Management* . *XVI*, pp. 228-231. Singapore : IACSIT Press, Singapore . doi: 10.13140/RG.2.2.24763.05928
- Wisecarver, M., Schneider, R., Foldes, H., Cullen, M., & Zbylut, M. (2011). *Knowledge, Skills and Abilities for Military Leader Influence*. US Army Research Institute, Department of the Army. US: Ellen Kinzer Technical Publication Specialist.
- Worlikar, M., & Aggrawal, A. (2017). Review Study of Competency Mapping in the Organisations. *IOSR Journal of Business and Management (IOSR-JBM)*, 72-76. Retrieved from <https://iosrjournals.org/iosr-jbm/papers/Conf.17016-2017/Volume%201/10.%2072-76.pdf>
- Worlikar, M., & Aggrawal, A. (2017). Review Study of Competency Mapping in the Organisations. *IOSR Journal of Business and Management (IOSR-JBM)*, 72-76. Retrieved from <https://iosrjournals.org/iosr-jbm/papers/Conf.17016-2017/Volume%201/10.%2072-76.pdf>
- Walia, S. S., & Verma, R. (2023, March). Second career - availability and aspirations of ex-servicemen. *International Journal of Society Systems Science*, *XIV*(2), 163-179. doi:10.1504/IJSSS.2022.129396
- Wedel, M., & Kamakura, W. A. (2000). *Market segmentation: Conceptual and methodological foundations*. Springer
- Yedama, N. K., Kamal, G., & Bhavani, D. (2001, August). COMPETENCY MAPPING. *JAC : A Journal Of Composition Theor*, *XIV*(53), 59-67. Retrieved from https://www.researchgate.net/publication/354562468_COMPETENCY_MAPPING/citations
- Yusuf, L., & Minai, M. S. (2016). Entrepreneurial Training and Career Path of Retired Military Personnel as Entrepreneurs in Nigeria. *International Journal of Sciences:Basic and Applied Research* , *xxviii*(3), 217-230. Retrieved from

https://www.researchgate.net/publication/308965899_Entrepreneurial_Training_and_Career_Path_of_Retired_Military_Personnel_as_Entrepreneurs_in_Nigeria

Yuvaraj, R. (2011, August). Competency Mapping. *International Journal of Scientific & Engineering Research*, II(8), 1-7. Retrieved from <https://www.ijser.org/researchpaper/Competency-Mapping.pdf>

Appendix ~ 1

1. HORIZONTAL MOVEMENT AND VERTICAL MOVEMENT FOR CLUSTER 1 SENTINEL

Table No 1: Summary of the detailed Career Path along with their horizontal movement			
Describe the Cluster (C1-Sentinels): Knowledge score-67, Skill scores- 104 Job Attitudes-127			
Competencies: Logisticians, Defenders, Executives, Consuls, cooperative, practical, and grounded. (<i>Analytics, 2011</i>)			
Sectors (S) (N=10)	←Horizontal Movement→		
	Tracks (T) (N=28)	Different Tracks within the Sector (TWS) (N=35)	Opportunities to Other Selected Sectors (OS)[#] (N=32)
C1. S1. Logistics	1.T1. Warehouse (<i>Packing & and storage</i>), 2.T2. Storage 3.T3. Management system operation	1. Land and logistics 2. Courier and Express 3. Courier and Mail Services 4. EXIM 6. Logistics 7. E-commerce	1. Office Administration and Management 2. Tours and travels 3. Organised Retail 4. Textile 5. Green Sector Jobs
C1. S2. Tours and Travels	4.T1. Ropes Courses (<i>Rock Climbing & Abseiling, Challenge Course, Zip</i>), 5.T2. Food Production & Kitchen, 6.T3. Food & Beverage Service, 7.T4. Property Management Operations, 8.T5. Travel Agency	1. Hotel and restaurant 2. Leisure and adventures 3. Transportation and travels 4. Accommodation	1. Organised Retail 2. Sports 3. Management 4. Food Industry

APPENDIX 1

Table No 1: Summary of the detailed Career Path along with their horizontal movement			
Describe the Cluster (C1-Sentinels): Knowledge score-67, Skill scores- 104 Job Attitudes-127			
Competencies: Logisticians, Defenders, Executives, Consuls, cooperative, practical, and grounded. (<i>Analytics, 2011</i>)			
C1.S3 Power	9.T1. Operation & Maintenance – Generation 10.T2. Operation and Maintenance – Distribution 11.T3. Erection, Installation, and Commissioning – Distribution 12.T4. Operation & Maintenance; Erection, installation and commissioning – Transmission	1. Transmission 2. Power Generation 3. Renewable energy 4. Power equipment manufacturer	1. Environment Science 2. Food Industry 3. Organised Retail 4. Green Sector
C1.S4 Organised Retail	13.T1. Sales & Marketing 14.T2. Retail E-commerce 15.T3. Consumer sale (FMCG)	1. Retail Operation 2. FMCG 3. B2B 4. B2C	1. office administration and management. 2. Food Industry
C1.S5 Office administration and management	16.T1. Support 17.T2. Assistant Store Keeper 18.T3. Finished Goods keeper 19.T4. Logistic Management Associate	1. Office management 2. Commercial and Industrial management 3. Non-Teaching	1. Organised Retail 2. Food Industry 3. Environment science 4. Logistics
C1.S6 Textile	20.T1. Air jet loom weaver 21.T2. Spinning Combing Preparatory Combing Preparatory 22.T3. Spinning Production 23.T4. Fabric mender Textiles	1. Handloom 2. Processing 3. Preparatory 4. Khadi	1. Environment Science 2. Power 3. Logistics

APPENDIX 1

Table No 1: Summary of the detailed Career Path along with their horizontal movement			
Describe the Cluster (C1-Sentinels): Knowledge score-67, Skill scores- 104 Job Attitudes-127			
Competencies: Logisticians, Defenders, Executives, Consuls, cooperative, practical, and grounded. (<i>Analytics, 2011</i>)			
C1. S7 Food Industry	25.T1. Bakery 25.T2. Food and beverage 26.T3. Food and vegetable processing	1. Packaged Food 2. Dairy 3. Meat and Poultry	1. Organised Retail 2. Tours and travels 3. Environment science
C1. S9 IT (ITes)	27.T1. Application Development	1. IT Service 2. Future Skill 3. Software Product	1. Power 2. Environment science 3. Office administration and management 4. Green Sector
C1.S10 Green Sector	28. T1. Paper bag maker	1. E-waste management 2. Solid Waste management 3. Liquid waste management	1. Environment science. 2. Power 3. Organised Retail

APPENDIX 1

Table No. C1.S1.T1 (C1) Sentinel → (S1) Logistics → (T1) Warehouse			
JOB DESCRIPTION	vertical movement↑	JOB ROLES	
Planning and implementing Policies		MD ⁺	
Creating Strategies with Senior Management		Operation Head ⁺	
Ordering New Inventory Items from Suppliers		Warehouse Lead ⁺	
Overseeing Security, Sanitation, and Administrative Functions		Warehouse Manager ^{\$}	Inventory and Transport Manager ^{\$} Inventory, Materials Manager ^{\$}
Tracking and Managing Inventory Levels		Warehouse Supervisor *	
Supervising Warehouse Staff and Daily Activities		Warehouse Executive *	
Supervising Warehouse Staff and Daily Activities		Warehouse Associate *	

Table No. C1. S1.T2 (C1) Sentinel → (S1) Logistics → (T2) Storage		
JOB DESCRIPTION	JOB ROLES	
Creating Strategy, Developing Policies	↑ Vertical movement	Operation Head ⁺
Monitoring Employee Productivity		Loading Supervisor ^{\$}
Loading and Unloading Goods		Loader/Unloader [*]

APPENDIX 1

Table No. C1.S1.T3 (C1) Sentinel → (S1) Logistics → (T3) Management system operation			
JOB DESCRIPTION		JOB ROLES	
Ensure that the Company's Strategy is in Line With its Commercial Objectives	↑ Vertical Movement	5G Network Operation ⁺	
Managing a Group of IT Personnel and Performance		WAN Structure ⁺	
Create Mock-Ups, Design Sample Pages, and Layout Websites.		Network Admin ^{\$}	
Providing Complete Assistance for, Setting Up, Maintaining, and Updating Internal Servers		IT Service Operation*	

Table No. C1.S2.T1 (C1) Sentinel → (S1) Tourism and Hospitality→ (T3) Food Production & Kitchen				
JOB DESCRIPTION		JOB ROLES		
Planning and Directing Food Preparation and Culinary Activities	Vertical Movement↑	Executive Chef ⁺		
Aware of All Relevant Food Safety Legislation		Food Safety Supervisor ⁺		Sous Chef ⁺
Supervising the Commis Chefs		Chef de Partie ⁺		
Inspecting the Quality and Safety Standard		Food Safety and Hygiene Executive ^{\$}	Kitchen Stewarding Supervisor ^{\$}	Demi Chef De Partie ^{\$}
Maintaining Pest Control Procedures		Food Safety and Hygiene Associate ^{\$}	Pastry/Bakery Commis ^{\$}	Commis Chef (Electives: Tandoor Cook, Multi Cuisine Cook) (Commis 2, Commis 3) ^{\$}
Creating And Maintaining a Cleaning Schedule for The Kitchen		Kitchen Steward ^{\$}		Assistant Chef ^{\$}
Planning Menus, Overseeing the Kitchen Staff, And Ensuring		Communard / Staff Cook [*]		

APPENDIX 1

Table No. C1.S2.T1 (C1) Sentinel → (S1) Tourism and Hospitality→ (T3) Food Production & Kitchen		
JOB DESCRIPTION		JOB ROLES
Removing Soiled Plates and Flatware		Dishwasher*

Table No. C1.S2.T4 (C1) Sentinel → (S2) Tourism and Hospitality→ (T4) Track: Ropes Courses (<i>Rock Climbing & Abseiling, Challenge Course, Zip</i>)		
JOB DESCRIPTION		JOB ROLES
Assess Pre-Activity Information and Brief the Team.	↑ Vertical Movement	Instructor - Rope Activities*
Assist in Assessing Pre-Activity Information		Assistant Instructor - Rope Activities*

Table No. C1.S2.T5 (C1) Sentinel → (S2) Tourism and Hospitality→ (T5) Track: Food & Beverage Service			
JOB DESCRIPTION		JOB ROLES	
Managing Food and Beverage Operations and Standards	↑ Vertical Movement	Food & Beverage Service Manager/Director ⁺	
Consulting with Banquet Sales Directors and Head Chefs		Banquet Manager ⁺	
Managing Resources, and Employees, and Creating a Safe		Bar Manager ^{\$}	Food Outlet Manager ^{\$}
Oversee Food and Beverage Inventories		Food & Beverage Supervisor ^{\$}	Bartender ^{\$} Restaurant Captain ^{\$}
Providing Personalized Service to Guests		Butler*	Food and Beverage Service -Associate*
Preparing And Serving Food and Beverages at Events		Food & Beverage Service Assistant*	

APPENDIX 1

Table No. C1.S2.T6 (C1) Sentinel → (S2) Tourism and Hospitality→ (T6) Track: Property Management Operations						
JOB DESCRIPTION				JOB ROLES		
Reviewing Reports from Branch Managers.	Vertical Movement↑	Regional / Area Manager Operations ⁺				
Enforcing Occupancy Rules		Property Manager ⁺				
Overseeing the Day-To-Day Operations		Assistant Facility Manager ^{\$}				
Overseeing Equipment Maintenance		Property Supervisor ^{\$}	Facility Supervisor ^{\$}		Facility Management Executive ^{\$}	
Supporting The Operations of an Office		Multipurpose Worker-Office [*]	Supervisor Guest House / Site Supervisor [*]		Billing Executive [*]	Multi-Purpose Associate [*]

Table No. C1.S2.T7 (C1) Sentinel → (S2) Tourism and Hospitality → (T7) Track: Travel Agency			
JOB DESCRIPTION		JOB ROLES	
Motivate and Maintain the Spirit of the Team	↑ Vertical Movement	Team Leader- Travel ⁺	
Advising and Guiding Clients		Visa Assistance Consultant ^{\$}	
Giving Technical and Market Support		Travel Insurance Executive [*]	

APPENDIX 1

Table No. C1.S3.T1 (C1) Sentinel → (S3) Power→ (T1) Track: Operation & Maintenance – Generation				
JOB DESCRIPTION		JOB ROLES		
Oversees Electrical Projects and Efficiency	Vertical Movement→	Supervisor - Electric Vehicle (EV) Charging Station ^{\$}		
Gathering Information from Customers about Issues with Their Electrical System		Technician - Electric Vehicle (EV) Charging Station Installation and Commissioning ^{\$}	Fitting and Assembly Technician - Electric Vehicle (EV) Charging Station ^{\$}	Testing Technical (EV) Charging Station ^{\$}
Tasks for Ensuring Smooth Installation and Commissioning of Electric Vehicle		Technician - Electric Vehicle (EV) Charging Station Operation and Maintenance*		

Table No. C1.S3.T3 (C1) Sentinel → (S3) Power→ (T2) Track: Operation & Maintenance – Distribution				
JOB DESCRIPTION		JOB ROLES		
Preparing Business Plans, Budgets, and Schedules	Vertical Movement→	Director ⁺		
Providing Managers have the Resources They Need		Chief Engineer, GM ⁺		
Overall In-Charge and Direct the Charge		Superintending Engineer DGM ⁺		
Coordinate And Direct Building Activities on a Construction Site		Executive Engineer/Sr. Manager ⁺		
Creating New Projects, Streamlining Production Processes		Engineer ^{\$}		
Setting Up Machines for a Production Cycle and Adjusting Machine Settings		Senior Power System Technician ^{\$}	supervisor Sub-Station Operation ^{\$}	Supervisor -Line Patrolling ^{\$}

APPENDIX 1

Table No. C1.S3.T3 (C1) Sentinel → (S3) Power→ (T2) Track: Operation & Maintenance – Distribution					
JOB DESCRIPTION		JOB ROLES			
Performing Preventive Maintenance Tasks Such as Lubrication		Technician -Stringing *	Technician -Power System Transmission*	Technician - Sub-Station *	Technician- Line Patrolling*
Perform Maintenance on Substation Power Transformers		Assistant Technician-Stringing*	Assistant Lineman *	Assistant Operator Sub-Station*	Assistant Technician Line Patrolling *
Provide Support and Assistance to Other Employees to Achieve their Goals.		Helper-Power system Transmission*			

Table No. C1.S3.T4 (C1) Sentinel → (S3) Power→ (T4) Track: Erection, Installation, and Commissioning – Distribution			
JOB DESCRIPTION		JOB ROLES	
Is In Charge of the Computer System for an Organization	Vertical Movement ↑	Infrastructure manager ^{\$}	network-manager ^{\$}
Develop Network Architecture, Configure Routers and Switches		senior network administrator ^{\$}	senior network engineer ^{\$}
Designing, Implementing, And Maintaining the IT Infrastructure of An Organization		Infrastructure Engineer ^{\$}	
Helps Streamline Processes and Improves Efficiency		middle administrator ^{\$}	Build and Release Engineers ^{\$}
Develop Strategies to Improve Software and Hardware Technology		VMware Administrator ^{\$}	windows engineer ^{\$}

APPENDIX 1

Table No. C1.S4.T1 (C1) Sentinel → (S4) Organised Retail→ (T4) Track: Sales & Marketing			
JOB DESCRIPTION		JOB ROLES	
<i>Plans and Directs all Aspects of an Organization</i>	↑ Vertical Movement	Head of Business Development ⁺	
Driving Sales by Designing and Implementing Targeted Marketing		Sales & Marketing Executive ^{\$}	Marketing Manager/ Business Development Manager/ Product Manager ^{\$}
Advising Customers on the Needs and Goals of the Project		Researcher/ Market Research Executive*	

Table No. C1.S4.T2 (C1) Sentinel → (S4) Organised Retail→ (T2) Track: Storekeeper			
JOB DESCRIPTION		JOB ROLES	
Supervising the Daily operations of a Retail Store	↑ Vertical Movement	Supervisor ^{\$}	
Keeping a Record of Sales and Inventory Levels		Storekeeper*	
Managing and Training Store Staff		Assistant Shopkeeper*	

Table No. C1.S4.T3 (C1) Sentinel → (S4) Organised Retail→ (T3) Track: Sales & Marketing			
JOB DESCRIPTION		JOB ROLES	
Overseeing Salespeople, Cashiers, Shelf Stockers, and Other Employees.	↑ Vertical Movement	Store Supervisor ^{\$}	
Maintaining an Automated Supply Inventory Database		Store Keeper*	
Pack, Weigh, and Label Completed Items for Shipment or Storage		Finished Goods Keeper*	

APPENDIX 1

Table No. C1.S4.T4 (C1) Sentinel → (S4) Organised Retail→ (T4) Track: Support							
JOB DESCRIPTION		JOB ROLES					
Lead, Oversee, Supervise, and Manage the Deliverables	Vertical Movement↑	Legan & Secretarial Head ⁺		HR Head ⁺	Finance Head ⁺		
Plans Directs, and Develops Direct Reports and Supports		IT system Supervisor ^{\$}			Purchase Manager ^{\$}		
Buying Materials, Goods, and Services		Purchase Executiv e ^{\$}	Finance Executive ^{\$}	Trainer / Training in Charge ^{\$}	HR Executive ^{\$}	Accountant ^{\$}	
Provide Administrative Support to One or More Lawyers		Legan & Secretarial Assistant [*]		IT System Technician [*]		Admin Assistant [*]	
Managing Transactions with Customers using Cash Registers		Cashier [*]			Store Keeper [*]		

Table No. C1.S5.T1 (C1) Sentinel → (S5) Office administration and management → (T1) Track: Assistant Store Keeper		
JOB DESCRIPTION		JOB ROLES
Implementing and Executing Strategies to Achieve Sales Targets	↑ Vertical Movement	Area Sales Manager ^{\$}
Supervise the Daily Sales Operations of Sales Representatives		Territory Sales Manager ^{\$}
Supervise The Day-to-Day Activities of their Employees		Sales Supervisor [*]
Maintain Excellent Product Knowledge, ensure that Quality Goods are Received, and Establish Networks with Clients		Distributor Salesman [*]

APPENDIX 1

Table No. C1.S5.T2 (C1) Sentinel → (S5) Office administration and management → (T2) Track: Finished Goods keeper			
JOB DESCRIPTION		JOB ROLES	
Managing the Staff and Customer Services, and Controlling Finances	↑ Vertical Movement	Store Supervisor ^{\$}	
Responsible for the Handling of Materials and Ensuring that there is No Deterioration		Store Keeper [*]	
Harmonize the People, Projects, and Resources to Run Operation		Finished Goods Keeper [*]	

Table No. C1. S5.T3 (C1) Sentinel → (S5) Office administration and management → (T3) Track: Logistics management Associate			
JOB DESCRIPTION		JOB ROLES	
Supervises the Movement, Distribution, and Storage of Supplies and Materials	↑ Vertical Movement	Logistic Management Manager ^{\$}	
Supervise the Day-to-Day Operations of the Company's Logistics Department		Logistic Management Supervisor [*]	
Assist in the Management of an Organization's Logistics Systems.		Logistic Management Associate [*]	

Table No. C1.S6.T1 (C1) Sentinel → (S6) Textile→ (T1) Track: Air jet loom weaver			
JOB DESCRIPTION		JOB ROLES	
Supervise the Overall Function	↑ Vertical Movement	Supervisor ^{\$}	
Handing Over the Shift to Shuttle-Less Loom Weaver-Air-Jet		Jobber [*]	
Responsible for Running and Monitoring the Loom.		Air jet weaver operator [*]	
Responsible for Receiving Incoming Merchandise and Preparing Outgoing Merchandise		Helper [*]	

APPENDIX 1

Table No. C1.S6.T2 (C1) Sentinel → (S6) Textile→ (T2) Track: Spinning Combing Preparatory Combing Preparatory			
JOB DESCRIPTION		JOB ROLES	
Regularly inspect Locations to Spot Issues and Perform Necessary Maintenance	↑ Vertical Movement	Maintenance In charge or Supervisor ^{\$}	
Fitting, Creating, and Putting together the Structural Elements		Omega Lap Fitter [*]	
To Make the Fibre Straight and Parallel in Comber Sliver.		Sliver Lap & Ribbon Lap Fitter [*]	
Operates the Paper Machine and Directs and Assists with Operations		Uni lap or Omega Lap Tender [*]	Sliver Lap & ribbon lap Tender [*]

Table No. C1.S6.T3 (C1) Sentinel → (S6) Textile→ (T3) Track: Spinning Production			
JOB DESCRIPTION		JOB ROLES	
Develop and Oversee the Implementation of the Production Operations	Vertical Movement→	General Manager ^{\$}	
Ensuring the Factory Machine is in Working Condition		Factory Manager ^{\$}	
Spinning Maintenance, Production & Planning		Production Manager ^{\$}	
Ensure that their Employees are Meeting the Company's Expectations		Supervisor In charge [*]	
In Charge of Overseeing Business Operations on their Shift		Shift Supervisor [*]	
Perform Operations Linked to Setting Up Spinning Processes.		Operator [*]	

Table No. C1.S6.T3 (C1) Sentinel → (S6) Textile→ (T3) Track: Fabric mender Textiles			
JOB DESCRIPTION		JOB ROLES	
Achieving the Desired Performance at Weaving	↑ Vertical Movement	Weaving Preparatory [*]	
Measure and Hem Curtains, Garments, and Canvas Coverings to Size		Fabric Mender [*]	

APPENDIX 1

Table No. C1.S7.T1 (C1) Sentinel → (S7) Food industry→ (T1) Track: Bakery		
JOB DESCRIPTION		JOB ROLES
Lead, Form Policies, and Communicate	Vertical Movement→	Plant manager ^{\$}
Work with Cross-Functional Teams to Design, Build, and Roll Out Products.		Production Manager ^{\$}
Identification and Selection of Products and Developing a Business Plan		Processed Food entrepreneur [*]
Assume Responsibilities for Activities and Staff		Supervisor Confectionery [*]
Devise the Recipe and Process them to Produce		Artisanal chocolate maker [*]

Table No. C1.S7.T2 (C1) Sentinel → (S7) Food industry→ (T2) Track: Food and beverage		
JOB DESCRIPTION		JOB ROLES
Plan, Organize, Prioritize, Calculate, take Risks, Make Decisions	Vertical Movement→	Entrepreneur ^{\$}
Directs and Coordinates Activities of Food Processing Plant		Manager ^{\$}
Setting Goals for Performance and Deadlines		Supervisor ^{\$}
Assess The Safety, Stated Quality, And Legality of Food Products		Senior Technician [*]
Act As a Food Scientist in Testing the Safety and Quality of Food Products		Technician [*]

APPENDIX 1

Table No. C1.S7.T3(C1) Sentinel → (S7) Food industry→ (T3) Track: Food and vegetable processing		
JOB DESCRIPTION		JOB ROLES
Ensure the Quality and Standardized Products in the Food Industry	Vertical moment→	Food Officer ^{\$}
Restocking items, Scanning Purchases, and Maintaining a Clean Store		Food Checker ^{\$}
Supports Research Projects by Conducting Literature Searches, Data Management		Assistant Researchers of food ^{\$}
Supervise the Production Process for Food Entrepreneurs, Including Managing Staff and Meeting Food Safety Regulations.		Entrepreneur [*]

Table No. C1. S8.T1 (C1) Sentinel → (S8) IT-ITes→ (T1) Track: Application Development							
JOB DESCRIPTION		JOB ROLES					
Manages the Maintenance and Support of a Portfolio	Vertical moment→	Head of Company/ CEO ⁺					
Responsible for the Strategy and Blueprint of a Product or Product Line.		Offering lead/ Domain Lead ⁺					
To Write an Effective Application Development Lead Job Description		Delivery lead ⁺					
Oversee the Design and Development of Software Applications.		Team leader/ Application architect/ Web solution Developer ^{\$}					
Develop Front-End/Presentation Layer Code and Wireframes from Unique Screen Types		Senior Software Developer _{\$}	Senior Functional Developer _{\$}	Senior UI Developer _{\$}	Senior technical development writer ^{\$}	Senior Web developer _{\$}	Senior Media developer _r ^{\$}
Work on a Website's Client-Side Components and Employ Various Development Frameworks		Software Developer _{\$}	UI Developer ^{\$}	Technical writer ^{\$}	Web developer ^{\$}	Media developer ^{\$}	

APPENDIX 1

Table No. C1. S8.T1 (C1) Sentinel → (S8) IT-ITes→ (T1) Track: Application Development		
JOB DESCRIPTION		JOB ROLES
Ensure Efficient Technical Project Execution Based on The Scope, Budget, and Schedule Considering Legal Regulations		Engineer trainee ^{\$}

2. HORIZONTAL MOVEMENT AND VERTICAL MOVEMENT FOR CLUSTER 2 DIPLOMATS

Table No.2: Summary of the detailed Career Path along with their horizontal movement			
Describe the Cluster (C2-Diplomats): Knowledge score--55, Skill scores- 85, Job Attitudes 103			
Competencies: Advocates, Mediators, Protagonists, Campaigners, deep intuitive sense. (<i>Analytics, 2011</i>)			
Sectors (S) (N=10)	←Horizontal Movement→		
	Tracks (T) (N=35)	Different Tracks within the Sector (TWS) (N=42)	Opportunities to Other Selected Sectors (OS)[#] (N=32)
C2. S1. Logistics	T1. Gateway Operation T2. Transport Operations, T3. Vehicle Operations T4. Passenger services, Deck Operations, Vessel Operations, Engine Operations T5. Claim Management	1. land Transportation 2. warehousing 3. Courier and Express 4. EXIM 5. E-commerce	1. Organised Retail 2. Office administration and management 3. IT-Ites 4. Tours and travels
C2. S2. Tours and Travels	T1. Mountain-Based Activities (<i>Mountaineering, Trekking, Outdoor</i>) T2. Water-Based Activities (<i>Rafting, Kayaking</i>) T3. Gardening & Landscaping T4. Air-Based Activities (<i>Parasailing, Paragliding, Para motoring, Paratrike</i>) T5. Swimming Pool, Spa, Salon, and Health Club.	1. Facility management 2. Adventure tourism 3. Hotels 4. Tours and Travels 5. cruise	1. Logistics 2. Organised Retail 3. Sports and Fitness 4. Office administration and management 5. Food Industry

APPENDIX 1

Table No.2: Summary of the detailed Career Path along with their horizontal movement			
Describe the Cluster (C2-Diplomats): Knowledge score--55, Skill scores- 85, Job Attitudes 103			
Competencies: Advocates, Mediators, Protagonists, Campaigners, deep intuitive sense. (<i>Analytics, 2011</i>)			
Sectors (S) (N=10)	←Horizontal Movement→		
	Tracks (T) (N=35)	Different Tracks within the Sector (TWS) (N=42)	Opportunities to Other Selected Sectors (OS)[#] (N=32)
C2.S3 Power	T1. Surveyor T2. Assistant: Electricity Meter Reader, Billing, and Cash Collector	1. Power generation 2. Distributor 3. Transmission	1. Office administration and management 2. Organised retail 3. Tour and Travels
C2.S4 Organised Retail Management	T1. Marketing T2. Retail Business	1. E-COMMERCE 2. FMCG 3. Retail Operation	1. Office administration and management 2. Tours and Travels
C2.S5 Office administration and management	T1. HR Executive T2. Support T3. Secretary support T4 Fire Fighter T5. Trainer and Councillor T6. Principles of Teaching	1. Office Management 2. Commercial and Industrial management 3. Training and assessment 4. Non-Teaching 5. Retail	1. Organised retail Sector 2. Sports and fitness 3. Tours and travels

APPENDIX 1

Table No.2: Summary of the detailed Career Path along with their horizontal movement			
Describe the Cluster (C2-Diplomats): Knowledge score--55, Skill scores- 85,Job Attitudes 103			
Competencies: Advocates, Mediators, Protagonists, Campaigners, deep intuitive sense. (<i>Analytics, 2011</i>)			
Sectors (S) (N=10)	←Horizontal Movement→		
	Tracks (T) (N=35)	Different Tracks within the Sector (TWS) (N=42)	Opportunities to Other Selected Sectors (OS)[#] (N=32)
C2.S6 Textile	T1. Spinning Blow room T2. Weaving Maintenance T3. Preparatory – Weaving T4. Dyeing & Printing	1. Handloom 2. Weaving 3. Technical textile 4. Khadi	1. Food Industry 2. IT-ITes 3. Power sector
C2.S7 Food Industry	T1. Food Supply Chain management T2. Milk and milk Product Processor T3. Quality Assurance Manager T4. Food milling	1. Packaged food 2. Pickle making 3. Snakes and savoury	1. Tours and Travels 2. Textile 3. Office administration and management
C2. S8 Sports and fitness	T1. Rescue Operation T2. Physical Education Assistant T3. Self-defence trainer T4. Physical Education Assistant (Early Years)	1. Athlete Coach Development 2. Sports Science – Emotional and Physical Wellbeing of Athletes 3. Sports Club and Academies 4 Sports Marketing and Management Professionals	1. Office administration and management 2. Retail Management 3. Textile

APPENDIX 1

Table No.2: Summary of the detailed Career Path along with their horizontal movement			
Describe the Cluster (C2-Diplomats): Knowledge score--55, Skill scores- 85,Job Attitudes 103 Competencies: Advocates, Mediators, Protagonists, Campaigners, deep intuitive sense. (<i>Analytics, 2011</i>)			
Sectors (S) (N=10)	←Horizontal Movement→		
	Tracks (T) (N=35)	Different Tracks within the Sector (TWS) (N=42)	Opportunities to Other Selected Sectors (OS)[#] (N=32)
C2. S9 IT (ITes)	T1. Modelling and Analysis	1. BPM Sector 2. Software product 3. IT services	1. Power 2. Textile 3. Office administration and management
C2.S10 Green Sector	T1. Business Development-Renewable energy T2. Entrepreneur	1. Green Constructs 2. Carbon sink management 3. Green Transport	1. Office administration and management 2. Retail Management 3. Textile

APPENDIX 1

Table No. C2.S1.T1 (C2) Diplomats→ (S1) Logistics→ (T1) Track: Gateway Operation		
JOB DESCRIPTION	JOB ROLES	
Planning, Coordinating, and Monitoring Operation	Vertical moment→	VP Operations ⁺
Supports the Strategic Plan and Develops Short-Medium Range Plans		National Head ⁺
Ensure End-To-End Smooth Running of the Operation		Senior Manager ^{\$}
Overall Management of the Performance		Manager ^{\$}
Responsible for Overseeing the Shipping Activities of an Organization.		Supervisor/Shipment Classification Agent [*]
Documentation and Creation of Bill of Entry		Clearance Support Agent [*]

Table No. C2.S1.T2 (C2) Diplomats→ (S1) Logistics→ (T2) Track: Transport Operations, Vehicle Operations, Customer Support/Relation		
JOB DESCRIPTION	JOB ROLES	
Decision-Making, Planning, and Strategic Direction	Vertical moment→	MD/CEO ⁺
Leading, Guiding, Directing, and Evaluating the Transport-Related Work		V. President ⁺
Managing Overall Transport-Related Function		Zonal Manager ⁺
Repair and Safety-Related Function. Follow Up on the Implementation of Policies.		Land Transport Lead ⁺
Inspect Vehicle and Maintenance and Complete Accurate Records		Land Transportation ^{\$} Manager ^{\$}
Monitor the Transport Budget and Supervise Employee Performance		Land Transportation Supervisor [*]
Scheduling Transportation Services, Allocating Drivers, and Planning Routes.		Land Transport Associate [*]

APPENDIX 1

Table No. C2.S1.T3 (C2) Diplomats→ (S1) Logistics→ (T3) Track: Vehicle Operations		
JOB DESCRIPTION		JOB ROLES
Implementation and Adoption of New Technologies and Policies	Vertical moment→	Operation head ⁺
Maintaining Records, Scheduling Drivers and Ensuring the Safety		Transport Coordinator ^{\$}
Consolidate Smaller or Numerous Loads/ Orders According to Destination		Transport Consolidator ^{\$}
Reporting Traffic Conditions, Scheduling and Coordinating Maintenance		Route assistant [*]
Service Truck with Oil, Fuel, And Radiator Fluid		Commercial vehicle driver [*]

Table No. C2.S1.T4 (C2) Diplomats→ (S1) Logistics→ (T4) Track: Passenger services, Deck Operations, Vessel Operations, Engine Operations		
JOB DESCRIPTION		JOB ROLES
Responsible for Overall Boat Operations and Ensures Safety, Security, and Facilities on the Vessel	Vertical moment→	Vessel Operator Grade III [*]
Loading and Unloading Cargo, Performing Advanced Preventive, and Corrective Measure		Vessel Operator Grade II [*]
Performs Basic Deck and Engine Operations in the Vessel Like Watch-Out Duties, Cleaning, Basic Rope Activities		Vessel Operator Grade I [*]

Table No. C2.S1.T5 (C2) Diplomats→ (S1) Logistics→ (T5) Track: Claim Management		
JOB DESCRIPTION		JOB ROLES
Oversees the Intake and Processing of Insurance Claims for Personal, Property, or Casualty Losses	Vertical moment→	Claim Head ⁺
Manages Negotiations of Settlement and Administration of Claims in Litigation		Claims Senior Manager ^{\$}
Assess Whether a Claim is Valid as Well as Arrange the Follow-Ups		Claim Manager ^{\$}
Handles Insurance Claim and Submit, Obtain, and Verify Information with Agent and Beneficiaries.		Courier Claims Processor [*]

APPENDIX 1

Table No. C2.S2.T1 (C2) Diplomats→ (S2) Tourism and Hospitality→ (T1) Track: Mountain-Based Activities (<i>Mountaineering, Trekking, Outdoor</i>)						
JOB DESCRIPTION		JOB ROLES				
Responsible for the Safety, Morale, and Success of the Team	Vertical Moment→	Chief Mountaineering Instructor ^{\$}		Expedition Leader ^{\$}		Trip Leader ^{\$}
Take Direct and Personal Responsibility for the Safety of Participants, Clients and Visiting Staff		Senior Mountaineering Instructor ^{\$}				
Guides and Ensures the Safety their Engage in Camp Activities		Outdoor Facilitator ^{\$}			Mountaineering Instructor ^{\$}	
Guiding Day Hikes, Planning Attraction Visits and Sightseeing Stops		Mountain Cuisine Chef [*]	Sardar/Crew Chief [*]	Low Altitude Trekking Guide [*]	High Altitude Porter [*]	High Altitude Trekking Guide [*]
Prepare Food, Clean Dishes and Cleans		Kitchen Helper [*]			Camp Helper [*]	
First Contact Between your Company and your New Recruit		Porter/Pony Man [*]				

Table No. C2.S2.T2 (C2) Diplomats→ (S2) Tourism and Hospitality (T2) Track: Water-Based Activities (<i>Rafting, Kayaking</i>)				
JOB DESCRIPTION		JOB ROLES		
Organise and Lead Recreational Outdoor Trips	Vertical Moment→	Instructor Training- Kayaking*	Instructor Training- Rafting*	Trip Expedition Leader- Rafting and Kayaking*
Tour Guides Familiarize People with the History, Functions, and Customs		Senior Guide*		
Ensure Safely Maneuver Difficult Rivers and Lead Groups		Rafting Guide/ Safety Kayaker*		

APPENDIX 1

Table No. C2.S2.T2 (C2) Diplomats→ (S2) Tourism and Hospitality (T2) Track: Water-Based Activities (<i>Rafting, Kayaking</i>)			
JOB DESCRIPTION		JOB ROLES	
Guides Students/Clients Down Technical White-Water Sections of a River and Teaches Maneuvers		Support Kayaker*	Assistant Guide- Rafting*

Table No. C2.S2.T3 (C2) Diplomats→ (S2) Tourism and Hospitality (T3) Track: Gardening & Landscaping			
JOB DESCRIPTION		JOB ROLES	
Responsible for the Cultivation of Plants	↑ Vertical Movement	Horticulturist*	
Maintaining Lawns, Ensuring Plant Health and other Green Spaces		Gardener*	Florist*

Table No. C2.S2.T4 (C2) Diplomats→ (S2) Tourism and Hospitality (T4) Track: Air-Based Activities (<i>Parasailing, Paragliding, Paramotoring, Paratrike</i>)					
JOB DESCRIPTION		JOB ROLES			
Instructing Pupils and Teaching them the Fundamentals of Paragliding	Vertical Moment→	Paragliding Master Instructor- Training*	Paragliding Pilot Guide*	Senior Chief Pilot- Paramotoring, Para trike*	
Responsible for Planning, Organizing, and Delivering Training Programs		Pilot- Paramotoring, Para trike*	Instructor-Training- - Paramotoring, Para trike*	Paragliding Instructor- Training*	
In Charge of Leading One Client		Assistant Paragliding Instructor- Training*	Paragliding Tandem Pilot*	Non-Commercial Pilot - Paragliding*	Parasailing Supervisor*

APPENDIX 1

Accountable for Towing Parasailing Clients and/or Students		Equipment In charge- Parasailing, Para trike*	Parasailing Driver*	Ground Crew Chief - Paragliding, Paramotoring, Para trike*
Helping The Parasailing Driver and Supervisor Carry Out the Parasailing Activity		Parasailing Launcher/Receiver*		
Responsible for Carrying out All Pre-Flight and Post-Flight Groundwork for the Relevant Aero Activity.		Ground Staff – (<i>Paragliding, Paramotoring, Para trike</i>)*		

Table No. C2.S2.T5 (C2) Diplomats→ (S2) Tourism and Hospitality (T5) Track: Swimming (<i>Pool, Spa, Salon, and Health Club.</i>)				
JOB DESCRIPTION		JOB ROLES		
Responsible for the Day-To-Day Operations of a Spa or Resort	Vertical moment→	Spa Manager ^s		
Responsible for Providing Service to the Client		Gym Instructor / Trainer*	Beautician*	Stylist (<i>Hair and makeup</i>)*
Accountable for Ensuring that Hotels, Resorts, and Private Events' Pool Areas are Secure and Well-Kept.		Swimming pool attendant*		

Table No. C2.S3.T1 (C2) Diplomats→ (S3) Power (T1) Track: Surveyor				
JOB DESCRIPTION		JOB ROLES		
Inspect, Maintain and Repair Vehicles	Vertical Moment→	Supervisor - Electric Vehicle (EV) Charging Station*		
Supervision of Implementation and Development of Electrical and Instrumentation Work Processes		Technician - Electric Vehicle (EV) Charging	Fitting and Assembly Technician -	Testing Technical (EV) Service operator (EV) Charging station*

APPENDIX 1

Table No. C2.S3.T1 (C2) Diplomats→ (S3) Power (T1) Track: Surveyor					
JOB DESCRIPTION			JOB ROLES		
		Station Installation and Commissioning*	Electric Vehicle (EV) Charging *	Charging Station*	
Repair Complex Parts of the Electrical Component of the Vehicle.		Technician - Electric Vehicle (EV) Charging Station Operation and Maintenance*			

Table No. C2.S3.T2 (C2) Diplomats→ (S3) Power (T2) Track: Assistant: Electricity Meter Reader, Billing, and Cash Collector					
JOB DESCRIPTION			JOB ROLES		
Evolve General Policies and Programs as Well as Perspective Planning on The Development of Electricity	Vertical Moment→		Director ⁺		
Insure the Creation and Implementation of a Strategy and Technical Advisor			Superintending Engineer DGM ⁺		
Overseas and Supervise a Team of Engineer			Executive Engineer/Sr. Manager ^{\$}		
Creating Accurate Project Specifications and Designing/Developing Products to Help an organization			Engineer ^{\$}		
The Operations of Substations, Including but Not Limited to, Meter Reading, Switch Maintenance, and Customer Service			Senior Power System Technician *	supervisor Sub-Station Operation *	Supervisor -Line Patrolling *
Prepare And Maintain the Work Area as Per Procedure or Operation Specification			Technician - Stringing *	Technician - Power System Transmission *	Technician - Sub-Station *
Putting In Transmission and Distribution Lines			Assistant Technician-Stringing *	Assistant Lineman *	Assistant Operator Sub-Station *
					Technician-Line Patrolling *

APPENDIX 1

Table No. C2.S3.T2 (C2) Diplomats→ (S3) Power (T2) Track: Assistant: Electricity Meter Reader, Billing, and Cash Collector		
JOB DESCRIPTION		JOB ROLES
Supports and Helps Linemen (<i>Power System Technicians</i>)		Helper-Power system Transmission *

Table No. C2.S4.T2 (C2) Diplomats→ (S4) Organised Retail (T2) Track: Marketing		
JOB DESCRIPTION		JOB ROLES
Responsible for the Development and Promotion of a Brand and The Organization's Existence.	↑ Vertical Movement	National Head Marketing ⁺
Create and Implement a Multichannel Communications Plan.		Branding and Communication Head ⁺
Manage Marketing Programs, Analytics, and Enrolment Advertising (<i>Print, Internet, SEM, Radio</i>)		Manager- Marketing & Communications *
Marketing Experts Conduct Market Research, Plan with Other Experts, And Provide Material for Advertising Campaigns.		Digital Marketer *

Table No. C2.S4.T3 (C2) Diplomats→ (S4) Organised Retail (T3) Track: Retail Business		
JOB DESCRIPTION		JOB ROLES
Decide on Legal Choices for the Best Business Structure Type	Vertical Movement	Business Enhancer/Multi-channel Retailer ^{\$}
Communicate Clearly in the Required Local Language Understand Best Practices		Business Leader/Multioutlet Retailer ^{\$}
Negotiate With Vendors for Better Deals and Ensure Proper Contracting with Vendors		Business Builder/Retailer *
Identify Local Corporations/Authorities that Have a Bearing on the Particular Business Process		Individual Sales Professional *

APPENDIX 1

Table No. C2.S5.T1 (C2) Diplomats→ (S5) Office administration and management (T1) Track: HR Executive			
JOB DESCRIPTION		JOB ROLES	
Strategically Consider Hiring, Retaining, and Recruiting New Employees.	Vertical Movement→	Chief people officer (Head HR) ⁺	
Drives Uniformity and Excellence throughout all Regional		Head Talent Acquisition ⁺	
Proficient in Creating Plans and Strategies with Business		Head-Talent Engagement ⁺	
Create Learning Journeys that Combine In-Person Instruction,		Learning & Development ⁺	
Fostering Strong Connections with Key Organization Stakeholders		Head-Shared Service ⁺	
Develop and Analyse the Team's Goals in Light of the Management's Established Objectives.		State Head HR ⁺	
Developing and Putting into Practice HR Initiatives and Plans that are In Line		Business HR Manager ^{\$}	
Manage a Full-Service Agronomy Operation and Purchase and Sell Certain Commodities.		Location HR Manager ^{\$}	
Involved in a Variety of Hiring, Training, and Support-Related Issues.		HR Generalist ^{\$}	
Creation and Execution of a Recruitment Strategy and Attraction of Applicants Via Databases, social media, etc.		Recruiters ^{\$}	

Table No. C2.S5.T2 (C2) Diplomats→ (S5) Office administration and management (T2) Track: Support				
JOB DESCRIPTION		JOB ROLES		
Makes Sure that Financial Reports are Up-To-Date and Compliant with Standards	Vertical Movement→	Head / Manager Accounts ⁺		
Supervise a Company or Organization's Hiring Process, from Recruiting, Interviewing, and Hiring New Staff		HR Manager ^{\$}		
Help Grow their Companies by Finding Leads		Executive Procurement ^{\$}	Accounts Executive ^{\$}	Help Desk Executive ^{\$}
Supportive Role in an Office		Executive Mail Room [*]	Operator Telephone [*]	Front Desk Executive / Receptionist ^{\$}
			Assistant Administration /	Operator Data Entry [*]

APPENDIX 1

Table No. C2.S5.T2 (C2) Diplomats→ (S5) Office administration and management (T2) Track: Support					
JOB DESCRIPTION			JOB ROLES		
				Office Assistant*	
Drives Clients Around in an Efficient, Safe and Timely Manner			Driver*		
Supervise Clerical Tasks, Such as Sorting and Sending Mail			Office Boy*		

Table No. C2.S5.T3 (C2) Diplomats→ (S5) Office administration and management (T3) Track: Secretary support					
JOB DESCRIPTION			JOB ROLES		
Carrying out Clerical, Phone, and Administrative Responsibilities	Vertical Movement→		GM ⁺		
Ensuring the Department Meets its Goals and Objectives by Setting Standards			DGM ⁺		
Supports High-Ranking Officials by Organizing Schedules, Attending Meetings, Managing Correspondence			Executive Secretary ^{\$}		
Handling All of the Administrative Tasks that Their Bosses Don't Have Time to Deal with Themselves			Personal Secretary ^{\$}		
Provides One-To-One Assistance for Individuals in a Home or Office Setting			Personal Assistant ^{\$}		
Provides Behind-the-Scenes Work for an Office			Senior Secretary ^{\$}		
Organizing Files, Preparing Documents, Managing Office Supply Inventory and Scheduling Appointments.			Secretary ^{\$}		

APPENDIX 1

Table No. C2.S5.T4 (C2) Diplomats→ (S5) Office administration and management (T4) Track: Fire Fighter		
JOB DESCRIPTION		JOB ROLES
Responsible for Safeguarding People’s Lives and Properties by Planning, Formulating, Implementing, and Supervising Fire Safety	↑ Vertical Movement	Manager - Fire Services [§]
Assisting Managers in Taking Important Decisions Regarding Management Procedures and Operations		Fire Supervisor [*]
Prevention, Rescue, and Suppression Services for Fires.		Fire Fighter [*]

Table No. C2.S5.T5 (C2) Diplomats→ (S5) Office administration and management (T5) Track: Trainer and Councillor					
JOB DESCRIPTION		JOB ROLES			
Assist With a Company's Education and Training Programs and Help Implement their Learning Initiatives. Prepare, Execute and Evaluate Employee Educational Programs. Guidance to Those Facing Uncertainty about Job-Related Decisions Description Template is Optimized for Posting in Online Job Boards or Careers Pages Play an Advisory Role, Guiding Students Who are Making Important Decisions about their Futures.	↑ Vertical Movement	Development Coach ⁺	L&D Consultant ⁺		Head of Training ⁺
		Training Consultant ^{\$}		Training Centre Manager ^{\$}	
		Master Trainer ^{\$}	Career and Education Councillor ^{\$}		LMS Administrator ^{\$}
		Trainer [*]		Placement Coordinator [*]	
		Cum Instructor [*]	Centre Course Councillor [*]		Training Coordinator [*] LMS Executive [*]

Table No. C2.S5.T6 (C2) Diplomats→ (S5) Office administration and management (T6) Track: Principal of Teaching		
JOB DESCRIPTION		JOB ROLES
Description Sample to Advertise your Vacancies and Find the Best Employees for your School	↑	Principal ⁺
Employed In Schools to Assist the Principal.		Vice Principal ⁺

APPENDIX 1

Table No. C2.S5.T6 (C2) Diplomats→ (S5) Office administration and management (T6) Track: Principal of Teaching			
JOB DESCRIPTION		JOB ROLES	
Induct New Members of Staff by Providing them with the Requisite Preparation and Teaching	Vertical Movement	Training Officer ^{\$}	
Motivating and inspiring them to Achieve Their Goals		Group Instructor ^{\$}	Teacher ^{\$}
Helping Students Develop a Specific Set of Skills by Creating Lesson Plans, Assignments and Exams		Vocational Instructor [*]	

Table No. C2.S6.T1 (C2) Diplomats→ (S6) Textile (T1) Track: Spinning Blow room			
JOB DESCRIPTION		JOB ROLES	
In Charge of Coordinating all The Installation, Maintenance, and Repair Work	Vertical Movement→	Maintenance In-charge or Supervisor ^{\$}	
Fitting, Fabricating, and Assembling the Structural Components		Blow room Fitter [*]	
Responsible to Carry Out Activities in Blow Room Department		Blow room Tender [*]	
To Remove the Impurities Like Seed Fragments, Stem Pieces, Leaf Particles, Neps, Short Fibers, Dust and Sand		Blow room Cleaner [*]	

Table No. C2.S6.T2 (C2) Diplomats→ (S6) Textile (T2) Track: Weaving Maintenance			
JOB DESCRIPTION		JOB ROLES	
Overseeing the Day-to-Day Operations of an Industrial Facility.	Vertical Movement	Factory Manager ^{\$}	
Make Sure that All of the Equipment in an Office, Building, or Landscape is Taken Care of.		Maintenance Manager ^{\$}	
Fitting, Fabricating, and Assembling the Structural Components		Fitter [*]	
Repair And Service Machinery		Assistant Fitter [*]	
Responsible for Weaving Fabrics and Cloth		Weaver [*]	

APPENDIX 1

Table No. C2.S6.T2 (C2) Diplomats→ (S6) Textile (T2) Track: Weaving Maintenance		
JOB DESCRIPTION		JOB ROLES
Helping Weaving Fabrics and Getting the Required Tools Available to the Weavers		Assistant Weaving (Helper) *

Table No. C2.S6.T3 (C2) Diplomats→ (S6) Textile (T3) Track: Preparatory – Weaving		
JOB DESCRIPTION		JOB ROLES
To Take Charge of Shift from the Previous Shift Fitter Helper –Weaving	↑ Vertical Movement	Fitter - Weaving Preparatory*
Carried out Various Tasks to Set Up, Operate, Monitor, Troubleshoot, and Perform Preventive Maintenance		Sizing Machine Operator*

Table No. C2.S6.T4 (C2) Diplomats→ (S6) Textile (T4) Track: Dyeing & Printing		
JOB DESCRIPTION		JOB ROLES
Evaluates the Quality, Strength, and Resilience of Fabrics	↑ Vertical Movement	Fabric Checker – Textiles*
Responsible for Weighing, Dissolving & Dispensing of Dyestuff, Chemicals & Other Auxiliaries		Dyestuff & Chemical Preparation Operator*

Table No. C2.S7.T1 (C2) Diplomats→ (S7) Food Industry (T1) Track: Food Supply Chain management		
JOB DESCRIPTION		JOB ROLES
Choosing Vendors, Signing for Products or Services and Cultivating a Positive Working Relationship	Vertical Movement↑	Manager Vendor Development ^{\$}
In Charge of Every Stage of an Organization's Supply Chain, from Purchasing Raw Materials to Production		Manager- supply chain ^{\$}
Assist the Food and Beverage Manager with Daily Operations and Management Tasks.		Assistant Manager- Marketing in the Food Industry*

APPENDIX 1

Table No. C2.S7.T1 (C2) Diplomats→ (S7) Food Industry (T1) Track: Food Supply Chain management		
JOB DESCRIPTION	JOB ROLES	
Responsible for Managing the Flow of Goods and Services from Supplier to Consumer.		Associate – Food Supply Chain*

Table No. C2.S7.T2 (C2) Diplomats→ (S7) Food Industry (T2) Track: Milk and milk Product Processor		
JOB DESCRIPTION	JOB ROLES	
Responsible for the Successful Leadership and Management of the Company's Business.	Vertical Movement↑	Managing Director ⁺
Planning, Organizing, Directing and Running Optimum Day-to-Day Operations to Exceed Our Customers' Expectations		Plant Manager ⁺
Overseeing All Aspects of Production, From Planning to Execution.		Head Of Production ⁺
Oversees the Production Process and Coordinates all Activities to Ensure Enough Resources on Hand.		Manager Production ^{\$}
Oversees And Directs Production Operations for A Manufacturing Organization		Executive Production/ Line in charge*
Responsible for Processing Milk to Produce Various Types of Dairy Products.		Dairy Products Processor*
Responsible for Operating Continuous Flow or Vat-Type Equipment to Process Milk, Cream, and Other Dairy Products		Butter & Ghee Processing Operator* Dairy processing Equipment operator*
Operate or Control an Entire Process or System of Machines		Operator-Filter, separator, Pasteurizer, Aging Tank, Churner, Moulding Machines, *Clarifier/clarifying machines Milk and Milk Product Processor*
Responsible for the Day-to-Day Operations on a Dairy Farm.		Dairy Industry worker*

APPENDIX 1

Table No. C2.S7.T2 (C2) Diplomats→ (S7) Food Industry (T2) Track: Quality Assurance Manager			
JOB DESCRIPTION		JOB ROLES	
Provides Inspiration, Motivation, and Guidance to Leaders and Managers in a Company	Vertical Movement↑	Managing Director/ CEO ⁺	
Manages Daily Operations and Ensures the Safety and Efficiency of the Facility		Unit/Head Plant Manager ^{\$}	
Responsible for Ensuring Compliance with Occupational Health and Safety (OHS) Guidelines		Head of quality assurance ^{\$}	
Responsible for Monitoring and Ensuring High-Quality Standards in Production, Inspecting Processes and Outputs, and Supervising Staff		Quality assurance Manager ^{\$}	
Involved In Every Aspect of Laboratory Work, From Recording Data to Maintaining Equipment		Lab technician [*]	
Performs Laboratory Tests, Prepares Samples, And Produces Accurate and Reliable Data.		Assistant Lab technician [*]	
Performs Laboratory Tests, Prepares Samples, And Produces Accurate and Reliable Data.		Lab helper [*]	

Table No. C2.S7.T4 (C2) Diplomats→ (S7) Food Industry (T4) Track: Food milling					
JOB DESCRIPTION		JOB ROLES			
Planning, Managing, and Executing Production Operation	Vertical Movement↑	Assistant Manager Production ^{\$}			
Responsible For Ensuring That Milling is Carried Out as Per Standard Organizational Procedures from a Selection of a Variety of Grains		Chief Miller ^{\$}			
Communicate with others Effectively, Plan and Prioritize Tasks		Oil Extraction and refining technician [*]	Corn Processing Technician [*]	Soya products processor [*]	Fortified rice [*] Milling Technician [*]

APPENDIX 1

Table No. C2.S8.T1 (C2) Diplomats→ (S8) Sports and fitness (T1) Track: Rescue Operation			
JOB DESCRIPTION		JOB ROLES	
Establish and Achieve Regional Business Objectives to Support National Goals	↑ Vertical Movement	Regional Head ^{\$}	
Develop and Lead a Team of High Quality Senior Regional Managers by Recruiting		Rescue operation head ^{\$}	

Table No. C2.S8.T2(C2) Diplomats→ (S8) Sports and fitness (T2) Track: Physical Education Assistant			
JOB DESCRIPTION		JOB ROLES	
To Advertise your Fitness Trainer Vacancies for Your Wellness Club or Gym	↑ Vertical Movement	Fitness trainer [*]	
Assist the Physical Education Teacher in Performing Specific Duties as Assigned or Undertaking Specialized Tasks		Physical Education Assistant [*]	

Table No. C2.S8.T3 (C2) Diplomats→ (S8) Sports and fitness (T3) Track: Self-defense trainer			
JOB DESCRIPTION		JOB ROLES	
Works with Children and Adults to Teach Unarmed Self-Defence Techniques	↑ Vertical Movement	Unarmed Self-Defence Instructor ^{\$}	
Teaches People How to Defend Themselves.		Self Defence Trainer [*]	

Table No. C2.S8.T4 (C2) Diplomats→ (S8) Sports and fitness (T4) Track: Teacher			
JOB DESCRIPTION		JOB ROLES	
Responsible for Planning and Executing Lessons that Teach Students about Healthy Living, Exercise, Sports	↑ Vertical Movement	Physical Education Teacher [*]	

APPENDIX 1

Table No. C2.S9.T1 (C2) Diplomats→ (S9) IT-ITes (T1) Track: Modelling and Analysis		
JOB DESCRIPTION		JOB ROLES
Developing and Leading IT Team and Drafting Budget	Vertical Movement→	Head of Company ⁺
Responsible for Generating Revenue by Selling its Products or Services.		Head of Geographical Unit/ Head of Sales ⁺
Oversee all Analytics Operations to Correct Discrepancies and Ensure Quality		Head of Analytics ⁺
Apply Industry Knowledge to Interpret Data and Improve Performance		business Manager AVP/VP Modelling and Analysis ^{\$}
Select, Configure and Implement Analytics Solutions		Manager Modelling and Analyst ^{\$} Process Leader Specialist Modelling and Analysis ^{\$}
Build Systems to Transform Raw Data into Actionable Business Insights		Team Leader Modelling and Analysis [*] process pert Specialist Modelling and Analysis [*]
Developing Financial Models Through Benchmarking and Process Analysis		Senior Modelling and Analysis [*]
Forecasting Quarterly and Annual Profits		Sr. Associate Analytics SSC [*]

Table No. C2.S10.T1 (C2) Diplomats→ (S10) Green Sector jobs (T1) Track: Business Development-Renewable energy		
JOB DESCRIPTION		JOB ROLES
Identifies and Prioritizes Market Segments and Geographies that have the Greatest Growth and Revenue Potential.	↑ Vertical Movement	Director ⁺
Charge of an Entire Engineering Department, leading a Team as They Complete Various Projects.		Chief Engineer ⁺
Ensure Coordination of Activities of Different Wings of The Department		Superintending engineer ⁺
Lead Teams of Engineers, Fostering Collaboration and Innovation		Executive Engineer/Senior Manager ^{\$}

APPENDIX 1

Table No. C2.S10.T1 (C2) Diplomats→ (S10) Green Sector jobs (T1) Track: Business Development-Renewable energy			
JOB DESCRIPTION		JOB ROLES	
Responsible for Designing, Creating, and Maintaining Various Structures and Systems		Graduate Engineer ^{\$}	
Acts As a Liaison Between Front-Line Employees and Upper Management		Supervisor/ Foremen [*]	Contractor/ Electrician shop [*]
Repair Carpet Manufacturing Breakdown Lines Safely and Efficiently		Senior Electrician charge men [*]	Self Employed Electrician [*]
Work On Electrical Equipment and in Homes, Factories, Businesses, And Buildings		Electrician Domestic service [*]	
Responsible for Assisting an Electrician with Installing and Maintaining Electrical and Power Systems		Helper [*]	

Table No. C2.S10.T1 (C2) Diplomats→ (S10) Green Sector jobs (T1) Track: Entrepreneur			
JOB DESCRIPTION		JOB ROLES	
Provide the Supervision to Nurture the Business	↑ Vertical Movement	Supervisor [*]	
Nurture Idea and Carry Forward the Business		Entrepreneur [*]	

3. HORIZONTAL MOVEMENT AND VERTICAL MOVEMENT FOR CLUSTER 3 EXPLORER

Table No.3: Summary of the detailed Career Path along with their horizontal movement			
Describe the Cluster (C3-Explorer): Knowledge score-80, Skill scores- 128, and Job Attitudes-125 Competencies: Adventurers, Entrepreneurs, Virtuosos, Entertainers and quick-thinking. (<i>Analytics, 2011</i>)			
Sectors (S) (N=10)	←Horizontal Movement→		
	Tracks (T) (N=31)	Different Tracks within the Sector (TWS) (N=34)	Opportunities to Other Selected Sectors (OS)[#] (N=27)
C3. S1. Logistics	T1. Documentation and Reporting T2. Customer relationship management T3. -Port Operations Coordination, Documentation, and reporting T4. Freight Forwarding Operations, Customer Service Management, Customs Clearance Operation T5. Sales Operations	1. E-commerce 2. Courier and Express, 3. Port Operations 4. EXIM Logistics	1. office administration and management 2. Retail Management 3. Textile 4. Tour and Travels
C3. S2. Tour and Travels	T1. Housekeeping T2. Front Office Management T3. Guest House/Dharamshala/Lodge	1. Facility management 2. Hotel 3. Tour and Travels	1. Retail Management 2. office administration and management 3. Food Industry

APPENDIX 1

Table No.3: Summary of the detailed Career Path along with their horizontal movement			
Describe the Cluster (C3-Explorer): Knowledge score-80, Skill scores- 128, and Job Attitudes-125			
Competencies: Adventurers, Entrepreneurs, Virtuosos, Entertainers and quick-thinking. (<i>Analytics, 2011</i>)			
Sectors (S) (N=10)	←Horizontal Movement→		
	Tracks (T) (N=31)	Different Tracks within the Sector (TWS) (N=34)	Opportunities to Other Selected Sectors (OS)[#] (N=27)
C3.S3 Power	T1. Electrician T2. Engineer- Transmission T3. Operation and Maintenance – Distribution Downstream	1. Transmission 2. Renewable Energy 3. Power Equipment Manufacturing	1. IT-ITes 2. Textile
C3.S4 Organised Retail	T1 Consumer sales T2. Operation (Sales) T3. Food sales and retail operation T4. Sales & Marketing	1. FMCG 2. Retail Business 3. Retail Operation 4. E-commerce	1. office administration and management 2. Tour and Travels
C3.S5 Office Administration and Management	T1. Customer support (BPO) T2. Security Management T3. Office Support T4. Security and supervision T5. Assistant printing machine operator	1. Office management 2. Security management 3. Training and assessment. 4. Retail management	1. Retail Management 2. Textile 3. Tour and Travels

APPENDIX 1

Table No.3: Summary of the detailed Career Path along with their horizontal movement			
Describe the Cluster (C3-Explorer): Knowledge score-80, Skill scores- 128, and Job Attitudes-125			
Competencies: Adventurers, Entrepreneurs, Virtuosos, Entertainers and quick-thinking. (<i>Analytics, 2011</i>)			
Sectors (S) (N=10)	←Horizontal Movement→		
	Tracks (T) (N=31)	Different Tracks within the Sector (TWS) (N=34)	Opportunities to Other Selected Sectors (OS)[#] (N=27)
C3.S6 Textile	T1. Fitter –Processing T2. Compacting Machine Operator T3. Post Spinning operation	1. Preparatory 2. weaving 3. Processing 4. Spinning	1. Power 2. IT-ITes
C3. S7 Food Industry	T1. Food production (Vegetarian) T2. Processing	1. Dairy 2. Baking 3. Packaged food	1. Travel and Tours 2. Textile
C3. S8 Sports and fitness	T1. Beach Coach T2. Swimming Instructor T3. Advanced lifeguard open-water	1. Sports Infrastructure Management and Development 2. Sports Manufacturing and retailing 3. Athlete Coach Development	1. office administration and management 2. Organised Retail 3. Tour and Travels
C3. S9 IT (ITes)	T1 Editorial and Desktop Publishing T2. M S Reporting T3 Testing and Quality Assurance	1. BPM Sector 2. Future skills 3. IT services	1. Power 2. Textile

APPENDIX 1

Table No.3: Summary of the detailed Career Path along with their horizontal movement			
Describe the Cluster (C3-Explorer): Knowledge score-80, Skill scores- 128, and Job Attitudes-125			
Competencies: Adventurers, Entrepreneurs, Virtuosos, Entertainers and quick-thinking. (<i>Analytics, 2011</i>)			
Sectors (S) (N=10)	←Horizontal Movement→		
	Tracks (T) (N=31)	Different Tracks within the Sector (TWS) (N=34)	Opportunities to Other Selected Sectors (OS)[#] (N=27)
C3.S10 Green Sector	T1. Operator	1. Green Transport 2. Renewable energy 3. Carbon Sink	1. IT-Ites 2. Organised Retail 3. office administration and management

APPENDIX 1

Table No. C3.S1.T1 (C3) Explorer → (S1) Logistics (T1) Track: Documentation and Reporting		
JOB DESCRIPTION		JOB ROLES
Planning, Monitoring, Analysing and Troubleshooting	Vertical Moment ↑	MIS head ⁺
Developing and Implementing Data Analysis		Data analyst ⁺
Prepare Compile and Sort the Document for Data Entry		Date entry operator ^{\$}
Organizing and Archiving Data		Documentation Assistant*

Table No. C3.S1.T2 (C3) Explorer → (S1) Logistics (T2) Track: Customer relationship management		
JOB DESCRIPTION		JOB ROLES
Leading, Managing, and Developing all Aspects of Customer Relations	Vertical Moment ↑	VP ⁺
Planning and Implementing Customer Care Policies and Reviewing Existing Strategies to Improve Them		Senior manager ⁺
Overall Management, Handle Query.		Manager Customer service ^{\$}
Maintain and Monitor Relationships with Customers' Procedures Including Freight Clearance.		Assistant Manager ^{\$}
Track Orders for On-Time Delivery and Resolve Customer Issues		Senior Executives ^{\$}
Provides Customer Service Support Over Directing the Calls to the Concerned Department		Shipment query handler*
Oversees The Delivery Process and Workforce in a Company, Ensuring Accuracy and Timeliness		Delivery management call agent*

APPENDIX 1

Table No. C3.S1.T1 (C3) Explorer→ (S1) Logistics (T3) Track: Port Operations Coordination, Documentation, and reporting			
JOB DESCRIPTION		JOB ROLES	
Developing High-Quality Business Strategies and Plans Ensuring their Alignment with Short-Term and Long-Term Objectives.	Vertical Moment→	CEO/MD ⁺	
Ensure Smooth Running of Operations to Maximize Sales and Minimize Costs.		Relationships Head ⁺	
Handle Merchandising, Controlling Inventory, Terminal Budgeting		Terminal Manager ^{\$}	
Supervise All Customers, and Company Staff in the Yard Operation, Hire and Train		Container Freight Station (CFS) and Inland Container Depot (ICD) Supervisor [*]	Ship and Yard planning supervisor [*]
Transport Cargo , Lifting Moderate to Heavy Packages, Labelling or Scanning Items, and Maintaining Extensive Records.		Cargo Equipment Handler [*]	
Help Move/ Store Bulk Quantities, Unload Shipments, Organize and Control Cargo		Cargo handler- manual [*]	

Table No. C3.S1.T1 (C3) Explorer→ (S1) Logistics (T4) Track: Freight Forwarding Operations, Customer Service Management, Customs Clearance Operation			
JOB DESCRIPTION		JOB ROLES	
Responsible for Import and Export Documentation	Vertical Moment→	MD/CEO ⁺	
Lead, Motivate and Provide Direction		Lead ⁺	
Coordinating and Negotiating Contracts with Carriers to Find the Best Rates for Freight Shipment.		EXIM – Manager ^{\$}	
Administration of Documentation Processes		EXIM – Supervisor [*]	
Export Documentation, Schemes Such as EPCG, Advance Authorization etc		EXIM – Executive [*]	

APPENDIX 1

Table No. C3.S1.T1 (C3) Explorer → (S1) Logistics (T3) Track: Sales Operations			
JOB DESCRIPTION		JOB ROLES	
Acts as a Leader of The Entire Sales Operation and Oversee All its Activities.	Vertical Moment →	Category head ⁺	
Analysing Data or Insight to Determine Industry and Consumer Trends		Category manager ^{\$}	
Manages the Sales Data, Creating Sales Reports, Setting Goals, and Creating Revenue Forecasts		Product line manager ^{\$}	
Leads and Manages the Sale Team Under Supervision on Acquiring POS and SME QR Merchant		Merchant Relationship manager ^{\$}	
Receives and Stores Goods, Processes Customer Orders and Delivers the Products		Service Fulfilment Executive [*]	
Managing the Product Management Techniques to Generate Sales and Achieve Profitability Goals		Seller Activation Executive [*]	

Table No. C3.S1.T1 (C3) Explorer → (S1) Tours and Travels (T1) Track: Housekeeping				
JOB DESCRIPTION		JOB ROLES		
Coordinating with Other Departments on an Ongoing Basis	Vertical Moment →	Executive Housekeeper ⁺		
Ensure that the Environment Meets the Minimum Standards		Housekeeping Manager ^{\$}		
Supervisor Provides Maintenance and Repair for Process Equipment, in a Large, Fast-Paced, Commercial Laundry.		Laundry Supervisor [*]		Housekeeping Supervisor [*]
Responsible for Operating their Assigned Machinery		Pressman [*]	Laundry Machine Operator [*]	Laundry Associate [*]
Responsible for Cleaning and Organizing Houses, Buildings, or Establishments		Housekeeping Trainee [*]		
				Guest Service Associate - Housekeeping [*]

APPENDIX 1

Table No. C3.S1.T2(C3) Explorer→ (S1) Tours and Travels (T2) Track: Front Office Management							
JOB DESCRIPTION		JOB ROLES					
Responsible for Ensuring that Staff Treat Guests	Vertical Moment→	Front Office Manager ^{\$}					
Oversee and Train Staff as Well as Ensure that Stock is Ordered		Executive Floor Manager ^{\$}			Revenue Manager ^{\$}		
Overseeing and Improving Operations, Coordinating Activities		Airport Service Manager ^{\$}	Telephone Dept Manager ^{\$}	Business Centre Manager ^{\$}	Duty Manager ^{\$}	Concierge Manager ^{\$}	
Management and Guidance of the Team and Arranging Training		Chauffeur [*]	Business Centre Executive [*]	Airport Representative [*]	Travel Desk Executive [*]	Bell Captain [*]	Front Office Executive [*]
Perform Day-to-Day Administrative Tasks in Office Environments		Telephone Operator [*]			Front Office Associate [*]		
Handle Guest Luggage on Arrival and Even Escorts Guest to Room		Valet Driver [*]		Bell Desk Associate [*]		Front Office Trainee [*]	
Provides Current Knowledge of The Services and Facilities Offered by the Hotel		Doorman [*]					

Table No. C3.S1.T3 (C3) Explorer→ (S1) Tours and Travels (T3) Track: Guest House/Dharamshala/Lodge			
JOB DESCRIPTION		JOB ROLES	
Prepares the Home to Share It with the Guests, Hosts the Guests	↑	Home Stay Host [*]	
Ensuring Cleanliness and Sanitization of the Guest House and Maintaining All Appliances		Guest House Care Taker [*]	

APPENDIX 1

Table No. C3.S1.T3 (C3) Explorer→ (S1) Tours and Travels (T3) Track: Guest House/Dharamshala/Lodge		
JOB DESCRIPTION	JOB ROLES	
Responsible For Maintaining the Guesthouse of the Company and Providing Facilities to the Guests for a Comfortable Stay	Vertical Moment	Guest House Assistant*

Table No. C3.S1.T1 (C3) Explorer→ (S1) Power (T1) Electrician										
JOB DESCRIPTION				JOB ROLES						
Key Competency	vertical movement↑	Job Roles								
Lead Groups of People Through these Destinations		Director ⁺								
Responsible for Overseeing all Aspects of Their Company’s Engineering Projects.		Chief Engineer, GM ⁺								
Responsible For Overseeing all Aspects of Operations		Superintending Engineer DGM ⁺								
Developing Strategic Policies and Programs for Corporate Travel		Executive Engineer/Sr. Manager ^{\$}								
Responsible for Product Design, Ranging from Biomedical Devices		Engineer ^{\$}								
Ensuring that the Tour Progresses as Planned		Junior Engineer (JE)-Generation [*]			Supervis or-WTP [*]		supervisor [*]		Supervisor switchyard [*]	
Responsible for Overseeing All Aspects of Operations, Including		Operator coal.	Operator Ash.	Mainte nance Technic	Maintenance Technician (Mechanical) [*]		Operato r Water Treatm	High Pressure Welder [*]		Mill Wright Fitter [*]

APPENDIX 1

Managing Employees, Planning Projects		Handling Plant *	Handling Plant *	ian (Electrical) *		ent Plant*				Switch yard *
Conduct the Water Network Leaks, Repair, Maintenance & And Replacement Works of Any		Asst. Operator Coal Handling Plant *	Asst. Operator - Ash Handling *Plant	Maintenance Technician (E) *	Asst. Maintenance Technician (M) *	Asst. Operator Water Treatment *	Asst Structural Welder *	Pipe Fitter *	Asst Operator Switch Yard (M) *	Asst. Operator Switch Yard (E) *
Conducts Water Networks Leaks, Repair, Maintenance & Replacement		Technical Helper Electrical *				Technical Helper - Mechanical *				

APPENDIX 1

Table No. C3.S1.T1 (C3) → (S3) Power→ (T2) Engineer Transmission				
JOB DESCRIPTION		JOB ROLES		
Provides Inspiration, Motivation, and Guidance to Leaders and Managers	Vertical Moment ↑	Director ⁺		
Responsible for Overseeing All Aspects of Their Company's Engineering Projects		Chief Engineer, GM ⁺		
Responsible for Overseeing All Aspects of Operations		Superintending Engineer DGM ^{\$}		
Handling and Overseeing All Travel Arrangements (Air, Lodgings, Etc.) and Operations		Executive Engineer/Sr. Manager ^{\$}		
Responsible for Product Design, Ranging From Biomedical Devices and Computer Chips		Engineer ^{\$}		
Responsible for the Operations of Substations, Including but Not Limited to, Meter Reading		Senior Power System Technician *	supervisor Sub-Station Operation *	Supervisor -Line Patrolling *
Responsible for the Maintenance and Operation of Substations		Technician - Stringing *	Technician -Power System Transmission *	Sub- Technician Station *
Works on Power Lines that originate from Power Plants		Assistant Technician-Stringing *	Assistant Lineman *	Assistant Operator Sub-Station *
Supports and Assists Power System Technicians (Lineman) To Maintain and Repair Overhead		Helper-Power system Transmission*		
		Assistant Technician Line Patrolling *		

APPENDIX 1

Table No. C3.S3.T1 (C3) → (S3) Power → (T3) Operation and Maintenance Distribution and Downstream		
Job Responsibility	Vertical Moment↑	Job Roles
Repair and Calibration Supervisor Directs Employees		Supervisor-Meter Reading & Billing*
Interacts with a Company's Consumers to Take the Meter Reading		Charge reader, Bill Distributor & Cash Collector*
Records the Energy Meter Reading, and Delivers the Electricity Bill Generated		Assistant-Electricity Meter-Reader-Billing and-Cash-Collector*

Table No. C3.S4.T1 (C3) Explorer → (S4) Organised Retail (T1) Track: Consumer sale		
Job Responsivities	Vertical Moment↑	Job Role
Employing/ Supervising/ Managing People to Manage the Operations through Systems and Processes.		Business enhancer/ multichannel retailer ^s
Individuals in this Position Own or are in Charge of More than one Retail Outlet.		Business leader/ multi-outlet retailer ^s
Execute Retail Promotions for Key Brands and Theatricals with Key Retailers, Develop and Monitors Sell in Goals		Business builder/ retailer*
He / She Will Earn Income by Selling Products and Conducting Daily Business Operations		Self-employed e-tailer*
Individuals in This Position Work for Him/Herself to Earn Income Instead of Working		Individual sales professional/ Self-employed retail*

APPENDIX 1

Table No. C3.S4.T2 (C3) Explorer→ (S4) Organised Retail (T2) Track: Operation (sales)		
JOB DESCRIPTION		JOB ROLES
Responsible for Increasing Profitability and Meeting the Revenue and Share Goals.	Vertical Moment→	National sales head ⁺
Meet the Overall Sales Goals, Drive the Zone's Identified Initiatives.		Zonal Head ⁺
Manage A Variety of Distinct Stores, Offices, or Commercial Branches Inside Businesses and Organizations		Regional manager/ state head ⁺
Accountable For the Given Territory's Primary and Secondary Goal Accomplishment.		Area Sales Manager ^{\$}
Manage the Daily Sales Activities of Salespeople Assigned to a Specific Region.		Territory Sales Manager ^{\$}
Create and Implement Price Rules, as Well as Mentor, Train, Advise, Hire, and Discipline Staff.		Sales Supervisor [*]
Who Sells Merchandise to Stores, Institutions, and Individuals While Working for Manufacturers or Wholesalers		Distributor Salesman [*]

Table No. C3.S4.T3 (C3) Explorer→ (S4) Organised Retail (T3) Track: Sales and Marketing		
JOB DESCRIPTION		JOB ROLES
Responsible for Various Facets of Online Operations, Business Planning, and Marketing Strategies.	Vertical Moment→	National business head ⁺
Drive and Influence Digital Marketing to Support Category Directives and Strategy.		Category head ⁺
Explains How to Create TCO Models, "Should-Cost" Models, and Other Category.		Category manager ^{\$}
In Charge of Overseeing the Creation of Products for Online Sales.		Product line manager ^{\$}
Managing The Relationship with Suppliers to Ensure that they are Able to Meet Demand.		Merchant relationship manager ^{\$}
Execute Important or Urgent Item Maintenance for Uploads, Keywords, And Taxonomy		Digital cataloguer ^{\$}
Execute Routine Business Operations to Grow Sales and Boost Client Pleasure.		Seller activation executive [*]
In Charge of Every Step of the Order Fulfillment Process, From Order Receipt		Service fulfillment executive [*]

APPENDIX 1

Table No. C3.S4.T1 (C3) Explorer → (S4) Organised Retail (T4) Track: Food sales and retail operation			
JOB DESCRIPTION		JOB ROLES	
Planning and Budgeting Annual Spend	Vertical Moment→	Purchase manager ^{\$}	Processed food Manager ^{\$}
Deal With Complaints from Customers to Maintain the Store's Reputation		Processed food retail supervisor [*]	
Maintain Current Knowledge of Product and System Status		Food sales in charge [*]	
Work Directly with Customers to Share Knowledge		Food sales promoter [*]	

Table No. C3.S5.T1 (C3) Explorer → (S5) Office administration and management (T1) Track: Customer support (BPO)			
JOB DESCRIPTION		JOB ROLES	
Give the Entire Customer Support Department Guidance and Leadership.	Vertical Moment→	Head of Customer Support ⁺	
Oversees Practices for Customer Support that Foster Continual Improvement, Cost-Effectiveness, and Productivity		Head (Customer or seller support, head trust, and safety operation ⁺	
Establish and Sustain a Work Environment Where People are Willing to Put Up their Best Effort.		Cluster/ Area/ State head customer ^{\$}	
Gathering and Analyzing Consumer Data and Coming Up with Fresh Approaches to Satisfy Consumer Needs		Managers- CRM operation, MIS, and data analytics [*]	
Increases the Effectiveness of a Company's or Organization's Daily Operations		Call center executives/ Operations or health executives [*]	

APPENDIX 1

Table No. C3.S5.T2 (C3) Explorer→ (S5) Office administration and management (T2) Track: Security Management			
JOB DESCRIPTION		JOB ROLES	
Responsible for a Company's Security Programs	↑ Vertical Moment	Chief Security Office ^{\$}	
Responsible for Managing Various Aspects of a Security Department		Security Supervisor ^{\$}	
Govern Admission into Establishments Based on Features Such as Legal Capacity		Bouncer [*]	Security Guard [*]

Table No. C3.S5.T3 (C3) Explorer→ (S5) Office administration and management (T3) Track: Office Support							
JOB DESCRIPTION		JOB ROLES					
Forecasting Monthly, Quarterly and Annual Results	Vertical Moment→	Finance Head ⁺					
Negotiate with External Vendors to Secure Advantageous Terms		Procurement Head ⁺		HR Manager ⁺			
Designing Compensation and Benefits Packages		Executive HR ^{\$}					
Labeling, Sorting, And Categorizing Documents for Ease of Use		Telephone operator/ Telecaller [*]	Finance Executive/ Accounts assistant [*]	IT support (including online operators) [*]	Documentation officer/ consultant/ executive [*]	Receptionist/ Front office [*]	Admin. Assistant [†]
Responsible for Providing Clerical Support to the Office Personnel		Security [*]		Office Boy [*]		Helpers [*]	

APPENDIX 1

Table No. C3.S5.T4(C3) Explorer → (S5) Office administration and management (T4) Track: Security and Supervision		
JOB DESCRIPTION		JOB ROLES
Responsible for the Development of a Security Plan and Deployment of Manpower	↑ Vertical Moment	Security officer/ Assignment manager ^{\$}
Acting Lawfully in Direct Defence of Life or Property		CCTV/ Personal security guard [*]
Responsible for Managing Various Aspects of Security		Security Supervisor [*]
Acting Lawfully in Direct Defence of Life or Property		Security Guard [*]

Table No. C3.S5.T5 (C3) Explorer → (S5) Office administration and management (T5) Track: Assistant printing machine operator		
JOB DESCRIPTION		JOB ROLES
Design Strategy and Set Goals for Growth	↑ Vertical Moment	General Manager ⁺
Responsible for Making Sure that Everyone is Doing their Job Correctly		Senior Manager ⁺
Supervising Hiring, Staffing, and Training New Employees		Manager ^{\$}
Responsible for Scheduling Employees, Training New Employees, and Hiring New		Asst. Manager ^{\$}
Machine Operator Supervisors Coordinate and Direct Workers		Supervisor ^{\$}
Monitor the Production Process and the flow of Materials		Asst. Supervisor ^{\$}
Responsible for Controlling a Heavy Machine in a Field		Senior offset operator [*]
Sets Ups, Adjusts and Operates Offset Printing Presses		offset operator [*]
Informs Supervisor of the Need of Materials, Inks and other supplies		Assessment offset operator [*]

Table No. C3.S6.T1 (C3) Explorer → (S6) Textile (T1) Track: Fitter –Processing		
JOB DESCRIPTION		JOB ROLES
In Charge of Coordinating all The Installation, Maintenance, and Repair	↑	Maintenance In-charge ^{\$}
In Charge of Overseeing Business Operations on their Shift.		Supervisor/ Shift In-charge ^{\$}

APPENDIX 1

Table No. C3.S6.T1 (C3) Explorer → (S6) Textile (T1) Track: Fitter –Processing		
JOB DESCRIPTION		JOB ROLES
Responsible for Overseeing Daily Operations at a Worksite	Vertical Moment	Foreman*
Work In the Auto, Aircraft, Manufacturing, or Mining Industry		Fitter*

Table No. C3.S6.T2 (C3) Explorer → (S6) Textile (T2) Track: Compacting Machine Operator		
JOB DESCRIPTION		JOB ROLES
In Charge of Overseeing Business Operations on their Shift	↑ Vertical Moment	Supervisor / Shift In-charge*
Do the Specified Job of Shrinking & And Compacting Knitted Fabric with Proper Control		Finishing Operator (zero-zero/compacting)*

Table No. C3.S6.T3 (C3) Explorer → (S6) Textile (T3) Track: Post Spinning operation		
JOB DESCRIPTION		JOB ROLES
Oversee the Day-to-Day Operations of an Organization	Vertical Moment →	Supervisor ^s
Responsible for Carrying Out All the Maintenance Activities in a Ring-Spinning Machine		Spinning fitter*
Responsible for Carryout Tenting Activities in Winding Machine		Winding tenter*
Prepare Finished Products for Packaging and Shipment		Finished package checker cum packer*
Responsible for Operating and Maintaining Cleaning Equipment		Machine cleaning operation*

Table No. C3.S7.T1 (C3) Explorer → (S7) Food Industry (T1) Track: Food production (Vegetarian)		
JOB DESCRIPTION		JOB ROLES
Assigned Department, Store, or District is Well-Staffed	Vertic al	Manager ^s Entrepreneur ^s
Roles are Present in Almost All Industries and Work Environments		Asst Manager ^s
Oversee a Team of Employees		Senior supervisor ^s

APPENDIX 1

Table No. C3.S7.T1 (C3) Explorer → (S7) Food Industry (T1) Track: Food production (Vegetarian)			
JOB DESCRIPTION		JOB ROLES	
Oversee the Work of Other Employees		Junior supervisor ^{\$}	
Construct, Install, and Repair Structures and Fixtures		Senior Craftsman ^{\$}	Trainer In Charge ^{\$}
Operation, Maintenance, And Repair of Buildings		Craftsman ^{\$}	Sr. Trainer ^{\$}
Leading People to Change, Moderating Discussions		Asst. Craftsman ^{\$}	Trainer ^{\$}
Client Follow-Up and Make Recommendations		Asst. Trainer ^{\$}	

Table No. C3.S7.T4 (C3) Explorer → (S7) Food Industry (T4) Track: Processing			
JOB DESCRIPTION		JOB ROLES	
In Charge of Directing the Company's Operations	Vertical Moment →	Managing Director ⁺	
Planning, Organizing, Directing and Running Optimum Day-to-Day Operations		Plant Manager ⁺	
Overseeing All Aspects of Production, From Planning to Execution.		Head Of Production ⁺	
Oversees The Production Process and Coordinates All Activities		Manager Production ^{\$}	
Performs Record Keeping Task		Executive Production/ Line in charge [*]	
Responsible for Operating Various Dairy Processing Machineries		Dairy Products Processor [*]	
Produce Butter and Professional Hygiene		Butter & Ghee Processing Operator [*]	Dairy processing Equipment operator [*]
Assembles Fittings, Valves, Bowls, and Plates		Operator-Filter, separator, Pasteurizer, Aging Tank, Churner, Moulding Machines, Clarifier/clarifying machines [*]	Milk and Milk Product Processor [*]

APPENDIX 1

Table No. C3.S7.T4 (C3) Explorer → (S7) Food Industry (T4) Track: Processing		
JOB DESCRIPTION	JOB ROLES	
Responsible for the Day-To-Day Operations on a Dairy Farm		Dairy Industry worker*

Table No. C3.S8.T1 (C3) Explorer → (S8) Sports and fitness (T1) Track: Beach Coach		
JOB DESCRIPTION	JOB ROLES	
Plan, Supervise and Lead the Rescue Operations	Vertical Moment ↑	Aquatic Rescue head ^{\$}
Oversees the Planning, Coordination, and Supervision of The Activities of The Beach Lifeguard		Beach Captain ^{\$}
Coach Swim Teams and Enhance Swimming Abilities		Life Guard Open Water* Swimming Instructor*
Work at Beaches, Rivers, Swimming Pools, and Water Parks		Life Guard Pool*
Lean Pool and Skim Debris in Water using Net and Vacuum		Pool and maintenance worker*

Table No. C3.S8.T2 (C3) Explorer → (S8) Sports and fitness (T2) Track: Swimming Instructor		
JOB DESCRIPTION	JOB ROLES	
Works at Lakes, Rivers, Beaches, and Any Open Water Body Facility to Rescue	↑ Vertical Moment	Advanced lifeguard open-water*
Helps Children and Adults Develop Proper Swimming Techniques		Swimming Instructor*

Table No. C3.S8.T3 (C3) Explorer → (S8) Sports and fitness (T3) Track: Life open guard		
JOB DESCRIPTION	JOB ROLES	
Specialized Training to Perform Water Rescues in Maritime	Vertical al	Coast Guard Rescuer ^{\$}
Advanced Training in Emergency Medical Care		Emergency Medical Technician (EMT) ^{\$}
Specializing in Teaching Swimming Lessons and Water Safety		Water Safety Instructor ^{\$}

APPENDIX 1

Table No. C3.S8.T3 (C3) Explorer→ (S8) Sports and fitness (T3) Track: Life open guard			
JOB DESCRIPTION		JOB ROLES	
In Charge of Entire Aquatic Facility, Including Staff Management, Budgeting, and Program Development		Aquatics Director*	
Lifeguard Overseeing a Team, Conducting Training, and Managing Daily Operations		Senior Lifeguard*	
Perform Training Rescue Activities and Administer First Aid		Lifeguard*	
Focus on Water Rescue and Training		Junior Lifeguard*	

Table No. C3.S9.T1 (C3) Explorer→ (S9) IT-ITes (T1) Track: Editorial and Desktop Publishing			
JOB DESCRIPTION		JOB ROLES	
Is In Charge of The Computer System for an Organization	Vertical Moment→	Infrastructure manager ^{\$}	network-manager ^{\$}
Develop Network Architecture, Configure Routers and switches		senior network administrator ^{\$}	senior network engineer ^{\$}
Design, Implement and Maintain the Organization's Technical Infrastructure		Infrastructure Engineer ^{\$}	
Helps Streamline Processes and Improves Efficiency		middle administrator ^{\$}	Build and Release Engineers ^{\$}
Develop Strategies to Improve Software and Hardware Technology		VMware Administrator ^{\$}	windows engineer ^{\$}

Table No. C3.S9.T2 (C3) Explorer→ (S9) IT-ITes (T2) Track: M S Reporting			
JOB DESCRIPTION		JOB ROLES	
Data Collection and Organization, Documentation	Vertical Moment→	Head of Company ⁺	
Generating Revenue by Selling Its Products or Services Makes Policies		Head of Geographical Unit/ Head of Sales ⁺	
Oversees the Activities of The Junior Departments and Personnel		Head of Analytics ⁺	
Training Colleagues on New Technology and Making Policies		Business Manager/ AVP/VP/ MIS Reporting ^{\$}	
Implementing Appropriate New Accounting and Reporting		Manager M S Reporting ^{\$}	

APPENDIX 1

Table No. C3.S9.T2 (C3) Explorer → (S9) IT-ITes (T2) Track: M S Reporting			
JOB DESCRIPTION		JOB ROLES	
In Charge of Guiding, Monitoring, and Leading an Entire Group		Team leader M S Reporting ^{\$}	
Responsible for Compiling and Analyzing Data		Senior M S Reporting ^{\$}	
Setting Up Reporting Systems and Collecting Data		Associate Analytics ^{\$}	

Table No. C3.S9.T3 (C3) Explorer → (S9) IT-ITes (T3) Track: Testing and Quality Assurance				
JOB DESCRIPTION		JOB ROLES		
Ensuring that the Business Operates in Proper Way	Vertical Moment →	CEO ⁺		
Overseeing a Team of Employees		Offering lead/ Domain lead ⁺		
Responsible for Overseeing the Delivery of Goods		Delivery lead ⁺		
Provide Expertise throughout the Entire Product Development Life Cycle		Head of quality assurance ⁺		
Anticipating in Preparation of Quality Assessments, Reports, and Metrics		Testing manager ^{\$}		QA Manager ^{\$}
Cohesively Together, Follow the Test Processes and Deliver the Committed Piece		Team lead automated testing ^{\$}	Team lead manual testing ^{\$}	QA Lead ^{\$}
Responsible for Ensuring that the Products their Company Produces Meet Quality Standards		Senior Test Engineer Automated testing ^{\$}	Senior Test Manual Engineer ^{\$}	Senior QA ^{\$}
Responsible for Designing and Implementing the Tests		Test Engineer ^{\$}		QA Engineer ^{\$}
Conducting Research, Writing Reports, and Managing Data.		Engineer Trainees [*]		

Note: Quality Assurance (QA)

APPENDIX 1

Table No. C3.S10.T1 (C3) Explorer→ (S10) Green Sector jobs (T1) Track: Operator (<i>Waste management</i>)		
JOB DESCRIPTION		JOB ROLES
Oversees the Daily Procedures and Operations of the Waste Collection	↑ Vertical Moment	Manager- Waste Management ^s
Oversee the Testing, Maintenance, And Repair of Biomass Plants and Substations.		Supervisor Biomass Depot [*]
Responsible For Handling, Storage and Management of Biomass		Biomass Depot Operator [*]

4. HORIZONTAL MOVEMENT AND VERTICAL MOVEMENT FOR CLUSTER 4 ANALYSTS

Table No. 4: Summary of the detailed Career Path along with their horizontal movement			
Describe the Cluster (C4-Analysts): Knowledge score-56, Skill scores- 70 Job Attitudes-118			
Competencies: Logicians, Architects, Commanders, Debaters, and rational . (<i>Analytics, 2011</i>)			
Sectors (S) (N=10)	←Horizontal Movement→		
	Tracks (T) (N=37)	Different Tracks within the Sector (TWS) (N=34)	Opportunities to Other Selected Sectors (OS)[#] (N=26)
C4. S1. Logistics	T1. Hub and Branch Operation T2. Project T3. - Fulfilment centre operations	1. E-commerce 2. Courier and Express, 3. Port Operations 4. EXIM Logistics	1. office administration and management 2. Organised Retail 3. Textile 4. Tour and Travels
C4. S2. Tour and Travels	T1. Land-Based Activities (Naturalist) T2. Tour Packaging T3. Transportation	1. Facility management 2. Hotel 3. Tour and Travels	1. Organised Retail 2. office administration and management 3. Food Industry
C4.S3 Power	T1. Industrial Engineer T2. Engineering & maintenance	1. Transmission 2. Renewable Energy 3. Power Equipment Manufacturing	1. IT-ITes 2. Textile

APPENDIX 1

Table No. 4: Summary of the detailed Career Path along with their horizontal movement			
Describe the Cluster (C4-Analysts): Knowledge score-56, Skill scores- 70 Job Attitudes-118			
Competencies: Logicians, Architects, Commanders, Debaters, and rational . (<i>Analytics, 2011</i>)			
Sectors (S) (N=10)	←Horizontal Movement→		
	Tracks (T) (N=37)	Different Tracks within the Sector (TWS) (N=34)	Opportunities to Other Selected Sectors (OS)[#] (N=26)
C4.S4 Organised Retail Management	T1. Store Operation T2. Sales (Door to Door) T3. FMCG Sales Representative	1. FMCG 2. Retail Business 3. Retail Operation 4. E-commerce	1. office administration and management 2. Tour and Travels
C4.S5 Office Administration and Management	T1. Finance T2. Field Executive T3. HR Consultant T4. Trainer	1. Office management 2. Security management 3. Training and assessment. 4. Retail management	1. Organised Retail 2. Textile 3. Tour and Travels
C4.S6 Textile	T1. Weaver T2. Material Handling & Waste Management - Weaving T3. Knitting T4. Pattern maker T5 Fabric Cutter T6 Fabric Checker T7. Yarn Packer	1. Preparatory 2. weaving 3. Processing 4. Spinning	1. Power 2. IT-ITes

APPENDIX 1

Table No. 4: Summary of the detailed Career Path along with their horizontal movement			
Describe the Cluster (C4-Analysts): Knowledge score-56, Skill scores- 70 Job Attitudes-118			
Competencies: Logicians, Architects, Commanders, Debaters, and rational . (<i>Analytics, 2011</i>)			
Sectors (S) (N=10)	←Horizontal Movement→		
	Tracks (T) (N=37)	Different Tracks within the Sector (TWS) (N=34)	Opportunities to Other Selected Sectors (OS)[#] (N=26)
C4. S7 Food Industry	T1. Chef Cook T2. Processing (Raw items) T3. Food grin Miller T4. Maintenance (Refrigerator/ Utensil)	1. Dairy 2. Baking 3. Packaged food	1. Travel and Tours 2. Textile
C4. S8 Sports and fitness	T1. Sports Masseur T2. Fitness centre head	1. Sports Infrastructure Management and Development 2. Sports Manufacturing and retailing 3. Athlete Coach Development	1. office administration and management 2. Organised Retail 3. Tour and Travels
C4. S9 IT (ITes)	T1. 3D Animator T2. VFX Compositor T3. Infrastructure Management Services	1. BPM Sector 2. Future skills 3. IT services	1. Power 2. Textile
C4.S10 Green Sector	T1. Solar Electric System Installer & Service Provider Solar Electric System Maintenance. T2. Manufacturing Assistant	1. Green Transport 2. Renewable energy 3. Carbon Sink	1. IT-Ites 2. Organised Retail Management 3. office administration and management

APPENDIX 1

Table No. C4.S1.T1 (C4) Analysts→ (S1) logistics (T1) Track: Hub and Branch Operation		
JOB DESCRIPTION		JOB ROLES
Formulate Policies, Ensure Compliance with Local and International Laws	Vertical Moment→	MD ⁺
Look Into All the Operation Aspects of the Branch		Branch Head ⁺
Hire, Supervise, Coach, and Evaluate Couriers		Courier Manager ^{\$}
Supervise Delivery Drivers, Manage Vehicle Routing and Scheduling		Courier Supervisor ^{\$}
Creating Mapping Route, Packaging, Tracking, and Estimating Time		Courier executive [*]
Load, Unload, Prepare, Inspect and Operate a Delivery Vehicle, Follow DOT And Payment Collection		Courier Associate [*]

Table No. C4.S1.T2 (C4) Analysts→ (S1) logistics (T2) Track: Project		
JOB DESCRIPTION		JOB ROLES
Planning, Managing Sensitive Temperature and HRM	Vertical Moment→	Chairman/MD ⁺
Training Employees and Providing Performance Feedback		General Manager/Lead ⁺
Demand-Supply Assessment for Cold Storage , Prepares Project Execution		Cold Chain Process Manager ^{\$}
Supervise And Guide Staff Towards Maximum Performance		Management Specialist ^{\$}
Lead End-to-End Testing with Customers and Partners		Engineer ^{\$}

APPENDIX 1

Table No. C4.S1.T3 (C4) Analysts→ (S1) logistics (T3) Track: Fulfilment centre operations		
JOB DESCRIPTION		JOB ROLES
Building Strategies, Planning, Developing, And Executing Content Plans, And Monitoring Performance	Vertical Movement→	MD ⁺
Oversee Delivery, Implement New High-Efficiency Methods, Handle Customer Escalations, And Drive Initiatives.		Vice president ⁺
Data Analysis, Forecasting, Managing Team and Process Order		Zonal Manager ^{\$}
Managing Operation Activities Related to Grocery Fulfilment in Respective Zones		Senior manager ^{\$}
End-To-End Accountability, And Balancing Multiple Conflicting Priorities.		E-Commerce manager ^{\$}
Processing Incoming Orders, Stock Movement, Picking Orders and Packing Outgoing Orders to the Stores		E-commerce Team Lead ^{\$}

Table No. C4.S2.T1 (C4) Analysts→ (S2) Tours and Travels (T1) Track: Land-Based Activities (Naturalist)			
JOB DESCRIPTION		JOB ROLES	
Preparing, Planning Tours and Educating Clients	↑ Vertical Movement	Mountain Ski Guide ^{\$}	
Inventory or Estimate Plant and Wildlife Populations		Naturalist-Training ^{\$}	Instructor Training – Skiing ^{\$}
Teach And Prepare Education Programs, Including Traveling Naturalist and On-Site Programs		Lead Naturalist [*]	Ski Instructor [*]
Supervise Staff Naturalists to Ensure that Curricula		Naturalist [*]	Assistant Instructor – Skiing [*]

APPENDIX 1

Table No. C4.S2.T2(C4) Analysts→ (S2) Tours and Travels (T2) Track: Tour Packaging					
JOB DESCRIPTION		JOB ROLES			
Responsible for Improving Efficiency and Increasing Departmental Profits	Vertical Movement↑	General Manager ^{\$}			
Design Strategy and Set Goals for Growth and Controls Budgets		Tour Manager ^{\$}			
Tour Guides Have to Demonstrate Relevant Job Skills to Function Effectively		Tour Guide ^{\$}		Meeting, Conference & Event Planner ^{\$}	
Escort Individuals or Groups on Cruises, Sightseeing Tours		Tariff Procurement Executive [*]	Visa Assistance Consultant [*]	Tour Escort [*]	Travel Advisor [*]
Responsible for All Aspects of Business Travel		Travel Insurance Executive [*]			

Table No. C4.S2.T3 (C4) Analysts→ (S2) logistics (T3) Track: Transportation			
JOB DESCRIPTION		JOB ROLES	
Responsible to the Client for Meeting Deadlines and Communicating Issues	↑ Vertical Movement	Transport Sub-contractor ^{\$}	
Maintain Logistics and Travel Details		Chauffeur ^{\$}	Transport Router ^{\$}
Prioritize Calls According to Urgency and Importance		Transport Help Desk [*]	

APPENDIX 1

Table No. C4.S3.T1 (C4) Analysts→ (S3) Power (T1) Track: Industrial Engineer			
JOB DESCRIPTION		JOB ROLES	
Responsible for the Design and Construction of Solar Power Systems	↑ Vertical Movement	Solar PV Designer [§]	
Prepare the Civil and Structural Design of Solar PV Power Plant		Solar PV Assistant Structural Design Engineer [§]	Solar PV Assistant Electrical Design Engineer [§]
Daws Plans for Buildings and Machines		CAD/Draughtsman (Mechanical) [*]	

Table No. C4.S3.T1 (C4) Analysts→ (S3) Power (T2) Track: Engineering & maintenance				
JOB DESCRIPTION		JOB ROLES		
Communicate the Goal of Company to All the Engineer and Supervise Others	↑ Vertical Movement→	Chief Engineer ⁺		
Inspecting Facilities Periodically to Determine Problems and Necessary Maintenance		Maintenance Supervisor ^{\$}		
Surveying Buildings and Repair Mechanical Systems		Electrician *	Carpenter *	Maintenance Technician *

Table No. C4.S4.T1 (C4) Analysts→ (S4) Organised Retail (T1) Track: Store Operation				
JOB DESCRIPTION		JOB ROLES		
Meeting Sales Goals by Training, Motivating, Mentoring and Providing Feedback to Store Staff	↑ Vertical Movement→	Retail Store Manager (Retail Operations) ^{\$}		
Maintaining Records of Sales Data to analyze Trends, Identify Problem Areas, and Plan for Future Growth		Retail Departmental Manager (Retail Operations) ^{\$}	Visual Merchandiser (Retail Operations) ^{\$}	

APPENDIX 1

Table No. C4.S4.T1 (C4) Analysts→ (S4) Organised Retail (T1) Track: Store Operation				
JOB DESCRIPTION		JOB ROLES		
Monitoring Equipment and Supplies Levels to Ensure that They Are Available When Needed		Team Leader (Retail Operations) ^{\$}		Retail Sales Specialist cum Cashier (Retail Operations) ^{\$}
Responsible For Serving Customers in A Shop or Showroom		Retail Sales Associate ^{\$}	Retail Trainee Associate ^{\$}	Retail Associate cum Cashier (Retail Operations) ^{\$}
Ringling Up Sales, Requesting Price Checks, honoring Coupons, Collecting Payment, and Giving Appropriate Change.		Retail Cashier (Retail Operations) [*]		
Counting the Contents of the Cash Register Drawer at the End of Each Shift, Maintaining Receipts, Records, and Withdrawals.		Retail Store Ops Assistant (Retail Operations) [*]		

Table No. C4.S4.T2 (C4) Analysts→ (S4) Organised Retail (T2) Track: Sales (Door to Door)			
JOB DESCRIPTION		JOB ROLES	
Managing Sales for a Company by Creating a Business Plan	↑ Vertical Movement	Sales Manager ^{\$}	
Do Market Research to Determine Potential Sales Opportunities and Assess Client Demands.		Sales Executives [*]	
Presenting Goods and Services to Potential Clients with Persuasive Arguments		Sales Person [*]	

Table No. C4.S4.T3 (C4) Analysts→ (S4) Organised Retail (T3) Track: FMCG Sales Representative			
JOB DESCRIPTION		JOB ROLES	
Guiding, Training and Providing Development Opportunities for Staff Member	↑ Vertical Movement	FMCG Sales Manager ^{\$}	
Establish Network and Build Good Rapport with New Clients		FMCG Sales Head ^{\$}	
Helping Determine Pricing Schedules for Quotes, Promotions, and Negotiations.		FMCG Sales Representative [*]	

APPENDIX 1

Table No. C4.S5.T1 (C4) Analysts → (S5) Office administration and management (T1) Track: finance		
JOB DESCRIPTION		JOB ROLES
Accountable for the Company's Administrative, Financial, and Risk Management Activities.	Vertical Movement ↑	Chief Financial Officer ⁺
Developing and Putting into Practise Commercial Strategies with the Aims and Goals of the Business		Head Commercial ⁺
Preparation in Advance and Ensuring Adherence to any Applicable Tax Regulations.		Head Taxation ⁺
Maintain And Improve SAP's Processes for Sales and Use Tax Compliance		Indirect Taxation officer ⁺
Makes Care of Accurate Receivable Records and Checks the Balances of Outstanding Accounts		GM-Accounts receivables ^{\$}
Managing the Business's Overall Operations While Enhancing Efficiency and Departmental Earnings.		GM Accounts ^{\$}
They Link the IT and Business Teams and Look for Ways to Boost Output and Efficiency.		Manager Business Analyst [*]
Create and Carry Out Financial Budgets and Plans.		Finance Executives [*]

Table No. C4.S5.T2 (C4) Analysts → (S5) Office administration and management (T2) Track: Field Executive		
JOB DESCRIPTION		JOB ROLES
Oversee Our Payroll and Performance Evaluation Systems and Prepare Budget	Vertical Movement ↑	Head - HR ⁺
Apply Psychological Research to the Workplace and Work Within Human Resources Offices		Organizational Psychologist ⁺
Define A Fair, Equitable and Competitive Total Compensation and Benefits Package		Specialist - Compensation and Benefits structure ^{\$}
Creating An Inspiring Team Environment with an Open Communication Culture		Team Leader - Background verification ^{\$}
Focusing Company Attention on Inclusion and Equality		Verification Executive (Field Executive) [*]

APPENDIX 1

Table No. C4.S5.T3 (C4) Analysts→ (S5) Office administration and management (T3) Track: HR Consultant		
JOB DESCRIPTION		JOB ROLES
Managing and Reporting on Payroll, Recruitment and Internal Working Regulation and Policies	Vertical Movement↑	HR-Head ⁺
Initiating and Leading Human Resource Programs and Projects		HR Consultant ⁺
Create, Assess, Bargain, and Carry Out Contracts		Manager - Contract Labour ^{\$}
Monitoring a Company's Practices to Ensure Adherence to Labour Agreements and Regulation		Labour Relations Specialist ^{\$}
Disseminate Policies Regarding Benefits, Pay, and Human Resources.		Executive - Employee Welfare & IR ^{\$}
Promote And Support High Levels of Attendance and to Support Students in Achieving their Full Academic Potential		Attendance and Rostering Assistant [*]

Table No. C4.S5.T4 (C4) Analysts→ (S5) Office administration and management (T4) Track: Trainer		
JOB DESCRIPTION		JOB ROLES
Assessing the Training Needs of an Organization.	↑ Vertical Movement	Trainer In-charge ^{\$}
Conducting Workshops and Seminars to Train Employees in New Skills or Techniques		Trainer ^{\$}
Evaluating a Worker's Proficiency in Their Duties and Pinpointing Areas in Need of Development		Assistant Trainer [*]

Table No. C4.S6.T1 (C4) Analysts→ (S6) Textile (T1) Track: Weaving		
JOB DESCRIPTION		JOB ROLES
Build and Coordinate a Team of People Ensure Proper Financial and Administrative Management	↑ Vertical Movement	Handloom Entrepreneur ^{\$}
Creating Training Plans Based on an Analysis of Human Resource Data to Identify Areas of Improvement		Master Weaver [*]
Weaves Various Types of Fabrics and Artistic Textiles		Loin Loom Weaver [*]

APPENDIX 1

Table No. C4.S6.T2 (C4) Analysts→ (S6) Textile (T2) Track: Material Handling & Waste Management - Weaving			
JOB DESCRIPTION		JOB ROLES	
In Charge of Coordinating all The Installation, Maintenance, and Repair Work at Buildings or Large Complexes	↑ Vertical Movement	Maintenance In charge or Supervisor ^{\$}	
Inspect Facilities Periodically to Determine Problems and Necessary Maintenance		Blow room Fitter [*]	
Taking Charge of Shift from Blow Room Operator Handing Over Shift to Blow Room Operator		Blow room Tender [*]	
Taking Charge of Shift from Blowroom Operator and Handing Over Shift to Blowroom Operator		Blow room Cleaner [*]	

Table No. C4.S6.T3 (C4) Analysts→ (S6) Textile (T3) Track: Knitting				
JOB DESCRIPTION		JOB ROLES		
Supervises and Coordinates Activities of Workers	↑ Vertical Movement	Supervisor – Spinning ^{\$}		
Computes Draft Required to Reduce Roving to Specified Yarn Size and Drafting Gear Size		Fitter Spinning (<i>Electives Spinning Preparatory/ Spinning/ Post Spinning</i>) ^{\$}		
Taking Charge of Shift from Combing Preparatory Operator		Combing Operator/ Combing Prep Operator [*]	Draw frame Operator [*]	
Handing Over the Shift to Combing Preparatory Operator		Speed frame operator & doffer [*]	Ring frame tenter [*]	Auto coner tenter [*]
Taking Charge of Shift and Handing Over Shift		Open-end Spinning Tenter [*]	TFO tenter [*]	Cone winding operator [*]
Responsible for Carrying out Doffing Activities in a Ring Frame Machine		Ring frame doffer [*]		
Loading Packaged Shipments onto Shipping Trucks		Load Man [*]		

APPENDIX 1

Table No. C4.S6.T4 (C4) Analysts→ (S6) Textile (T4) Track: Pattern maker		
JOB DESCRIPTION		JOB ROLES
Setting Goals for Performance and Deadlines	↑ Vertical Movement	Pattern Supervisor ^{\$}
Responsible for Creating Patterns Create Models		Pattern master ^{\$}
Creates Patterns for Use in Sewing, Knitting, Woodworking, or Other Crafts		Pattern maker [*]
Perform Routine Tasks, Such as Sorting and Organizing Material		Helper [*]

Table No. C4.S6.T5 (C4) Analysts→ (S6) Textile (T5) Track: Fabric cutter		
JOB DESCRIPTION		JOB ROLES
Organizing Workflow and Setting Goals	↑ Vertical Movement	Supervisor ^{\$}
Basic Sewing Skills and Be Able to Understand the Fabric Grain.		Fabric cutter [*]
Inspect the Spread Sheet from the Marker Makers, Ensuring that the Quantity		Fabric Spreader [*]
Assist in the Implementation of Projects and Perform Routine Tasks, Such as Sorting and Organizing		Helper [*]

Table No. C4.S6.T6 (C4) Analysts→ (S6) Textile (T6) Track: Fabric Checker		
JOB DESCRIPTION		JOB ROLES
Responsible for Ensuring that the Products and Services	↑ Vertical Movement	Quality Controller [*]
Inspect the Fabric Produced for all Types of Defects		Fabric Checker [*]
Cleaning, Organizing, Assisting with Daily Activities		Helper [*]

APPENDIX 1

Table No. C4.S6.T7 (C4) Analysts→ (S6) Textile (T7) Track: Yarn Packer		
JOB DESCRIPTION		JOB ROLES
Monitoring Employee Productivity and Setting Goals	↑ Vertical Movement	Supervisor ^{\$}
Deal With Retailers and Government Industries		Jobber [*]
Responsible for Fulfilling Orders		Yarn Packer [*]
Perform Routine Tasks, Such As Sorting and Organizing Materials		Helper [*]

Table No. C4.S7.T1 (C4) Analysts→ (S6) Food Industry (T1) Track: chief cook		
JOB DESCRIPTION		JOB ROLES
Inspect, as Frequently as May be Prescribed by the Designated Office	↑ Vertical Movement	Food Officer ^{\$}
Operates Machine Similar to Cash Register to Compute Bill		Food Checker ^{\$}
Preparing Interview Questions and Summarizing Results		Assistant Researchers of food ^{\$}
Setting the Direction and Establishing the Desired Image for the Business		Entrepreneur ^{\$}

Table No. C4.S7.T2 (C4) Analysts→ (S7) Food Industry (T2) Track: Chef Cook			
JOB DESCRIPTION		JOB ROLES	
Managing Food and Beverage Operations within Budget and to the Highest Standards	Vertical Movement→	Field manager ^{\$}	Entrepreneur ^{\$}
Ensuring Company Policies are Followed and Optimizing Profits by Controlling Costs.		Assistant Manager ^{\$}	
Reviewing New Hires' Qualifications and Work Experience		Senior Supervisor ^{\$}	Quality Inspector ^{\$}
Ensuring that Employees are Meeting their Individual Job Responsibilities		Junior Supervisor ^{\$}	
Read and Interpret Blueprints, Drawings, and Specifications		Senior Craftsmen [*]	
Cut, Shape, and Join Materials as Needed to Form the Desired Design.		Craftsman [*]	
Select and Use Appropriate Tools, Materials, and Techniques to Create the Desired Product.		Asst. Craftsman [*]	

APPENDIX 1

Table No. C4.S7.T3 (C4) Analysts→ (S7) Food Industry (T3) Track: Food Grain Miller			
JOB DESCRIPTION		JOB ROLES	
Developing and Executing the Company's Business Strategies	Vertical Movement→	Managing Director ⁺	
Assemble and Prepare Goods for Shipment		Production worker ^{\$}	
Monitoring and Supervising the Production Process and Personnel		Head of Production ^{\$}	
Liaising with other Managers to Formulate Objectives		Production manager ^{\$}	
Estimating Costs and Preparing Budgets		Chief Miller [*]	
Perform Regular Machine Maintenance and Make Adjustment		Milling Technician [*]	
Responsible for the Day-To-Day Operations of a Feed Mill		Grain mill operator [*]	Pluses Process Technician [*]
Set up Machinery and Equipment for Food Production		Food Grain miller [*]	

Table No. C4.S7.T4 (C4) Analysts→ (S7) Food Industry (T4) Track: Technician (Refrigerator and utensils)			
JOB DESCRIPTION		JOB ROLES	
Developing and Executing the Company's Business Strategies	Vertical Movement→	Managing Director/CEO ⁺	
Responsible for the Entire Operations of a Manufacturing Plant		Unit head/ plant manager ⁺	
Liaising With Other Managers to Formulate Objective		Head of the Production ⁺	
Organizing Workflow to Meet Specifications and Deadlines		Manager Production ^{\$}	
Leading and Overseeing Production Workers		Executive Production/ line in charge ^{\$}	
Monitoring Employee Productivity and Providing Constructive Feedback		Supervisor ^{\$}	Primary packaging technician ^{\$}
Surveying Buildings and Repair Mechanical Systems		Modified Atmosphere technician [*]	Cold storage technician [*] Asst primary packaging technician [*]
Help With the Upkeep, Repair, And Installation of Machinery		Operator machines [*]	Forklift operator [*] Operator packaging machine [*]

APPENDIX 1

Table No. C4.S7.T4 (C4) Analysts→ (S7) Food Industry (T4) Track: Technician (Refrigerator and utensils)			
JOB DESCRIPTION		JOB ROLES	
Periodically Inspect the Equipment and Address Issues as They Arise.			Helper*

Table No. C4.S8.T1 (C4) Analysts→ (S8) Sports and fitness (T1) Track: Sports Masseur			
JOB DESCRIPTION		JOB ROLES	
In Charge of Overseeing and Directing the Daily Tactics	↑ Vertical Movement	Fitness centre head ⁺	Sports facility officer ⁺
Educate Athletes on Preventative Safety Measures		Strength Conditioning and Training coach ^{\$}	
Guiding Injured Athletes Through their Exercise Programs		Personal Fitness Trainer*	Group Exercise Trainer*
Keep Documents on Exercise Programs		Sports Masseur*	Fitness Trainer*

Table No. C4.S8.T2 (C4) Analysts→ (S8) sports and fitness (T2) Track: Fitness centre head			
JOB DESCRIPTION		JOB ROLES	
Establish and Achieve Regional Business Objectives to Support National Goals	↑ Vertical Movement	Regional Head ⁺	
Leading And Maintaining the Day-To-Day Strategies and Operations		Fitness centre head ⁺	

Table No. C4.S9.T2 (C4) Analysts→ (S9) It-Ites (T1) Track: 3D Animator			
JOB DESCRIPTION		JOB ROLES	
Look For New Endeavours to Undertake and Hire Crew Personnel and Directors.	Vertical Movement	Producer ⁺	
Oversees The Creation of Animated Media.		Animation Director ⁺	
Supervision Of Animation Team and Lead Them		Animator Supervisor ⁺	
In Charge of Managing Schedules, Ensuring That Projects		Lead 3D Animator ^{\$}	
Produces The Digital Content for Television Series and Video Games.		Senior 3D Animator ^{\$}	

APPENDIX 1

Table No. C4.S9.T2 (C4) Analysts→ (S9) It-Ites (T1) Track: 3D Animator		
JOB DESCRIPTION	JOB ROLES	
Create 3D Animations and Graphics Using Illustration Software		3D Animator ^{\$}

Table No. C4.S9.T3 (C4) Analysts→ (S9) It-Ites (T1) Track: VFX Compositor		
JOB DESCRIPTION	JOB ROLES	
Art Director, Production Designer, or Chief Creative Office	↑ Vertical Movement	VFX Director ⁺
Responsible for Overseeing the Visual Effects Process on a Film or Television Production		VFX Supervisor ⁺
Mentors More Junior Members		VFX Colourist ⁺
Conceptualize, Design, and Create Stunning In-Game Visual Effects		Rendering & Lighting Artist ^{\$}
Integrating 2D and 3D Elements of a Shot		VFX Compositor ^{\$}

Table No. C4.S9.T4 (C4) Analysts→ (S9) It-Ites (T4) Track: Infrastructure Management Services		
JOB DESCRIPTION	JOB ROLES	
Responsible for all or Part of a Department's Operations	↑ Vertical Movement	General Manager (GM) ⁺
Estimating Costs, Material Requirements, Personnel and Work		Division Railway Engineer ⁺
Design, Develop, Upgrade, Test, and Monitor Electrical Components		Senior Division Electric Engineer ⁺
Develops Manufacturing Processes by Designing and Modifying		Division Electric Engineer ^{\$}
Operating And Handling Mechanical Equipment		Station Engineer ^{\$}
Develop And Implement Track Maintenance Schedules and Procedures		Supervisor Railway Track ^{\$}
Install and Renew Track, Tunnels, Embankments, Cuttings, Level Crossings and Bridges		Technician Railway Track [*] Operation Sub-Station [*]
Responsible For the Operation, Maintenance and Repair		Sub-Station Attendant [*]

APPENDIX 1

Table No. C4.S10.T1 (C4) Analysts→ (S10) Green sector jobs (T1) Track: Solar Electric system Installer & Service Provider solar Electric system maintenance			
JOB DESCRIPTION		JOB ROLES	
Responsible for the Design and Construction of Solar Power Systems	Vertical Movement↑	Solar PV Designer ^{\$}	
Lead Engineering for Projects in Our Pipeline –Residential, Commercial, And Utility Scale		Solar PV Assistant Structural Design Engineer ^{\$}	Solar PV Assistant Electrical Design Engineer ^{\$}
Draws Plans and Closely Works with Architects, Engineers, And Scientists		CAD/Draughtsman (Mechanical) *	

Table No. C4.S10.T2 (C4) Analysts→ (S10) Green sector jobs (T2) Tracks: Maintenance Engineer			
JOB DESCRIPTION		JOB ROLES	
In Charge of the Entire Team and Lead the Team	Vertical Movement↑	Chief Engineer ⁺	
Performing Maintenance of Electrical Systems		Maintenance Supervisor ^{\$}	
Surveying Buildings and Repair Mechanical Systems		Maintenance technician *	

Appendix - 2

APPENDIX 2: Survey Instrument

Second Career Competency Mapping and Assessment of Resettlement Infrastructure for Indian Army Ex Servicemen

The survey is being done by **Ms. Prajala Rai**, ICSSR Doctoral Research Scholar, Department of Commerce, Sikkim University for her Ph.D. work under the guidance of **Dr. Ravi Shekhar Vishal**, *Assistant Professor in Commerce, Sikkim University*. The purpose of the survey is to collect information regarding the Second Career Competency and the opinion regarding their Resettlement Institutional Infrastructure. All the information provide by you in this survey will be kept confidential. No identifying information will be provided to the others. The survey data will be reported in a summary fashion only and will not identify any individual person. Thank you for agreeing to participate this survey.

SECTION A: DEMOGRAPHIC PROFILE

Respondent's Profile

- 1.1 Name:
- 1.2 Age (Years):
- 1.3 Home town: State:
- 1.4 Marital Status: [1] Unmarried [2] Married [3] Others
- 1.5 Arm of Service: [1] Army [2] Navy [3] Air Force
- 1.6 Reason for Release:[1] Pre-Mature Release [2] Completion of Engagement
[3] Superannuation [4] Others
- 1.7 If any one, Other than you are there in the Armed force from your family?
Yes (....) No (....)

2. Profile of Service in the Armed Forces

- 2.1 Please indicate your age at the time of joining the armed forces.....
- 2.2 Your age at the time of release from the Services:
- 2.3 Rank at the time of joining the Armed force:
- 2.4 Rank at the time of retirement:
- 2.5 Name the state was posted for the fast time after joining the force.....
- 2.6 Qualification at the time of joining the Armed force.....
- 2.7 Qualification at the time of retirement.....

APPENDIX 2: Survey Instrument

2.8 Post held during the service in Armed force

- [1].....Duration.....
 [2]..... Duration.....
 [3]..... Duration.....
 [4]..... Duration.....

2.9 Skill Learned during the service in Armed Force

- [1] Driving [2] operating machine [3] Electronics
 [4] others(Please specify)

2.10 Your pension amount falls in the range of (Rupees):

- [1] Up to 5,000 [2] 5,001 to 7,000 [3] 7,001 to 10,000
 [4] 10,001 to 15,000 [5] More than 15,000 (.....)

3. Family and type

3.1 Kindly indicate the size of your family (total number of members including children; and parents, if living along with you).

- [1] Up to 2 [2] 3 [3] 4
 [4] 5 [5] 6 or more

3.2 Is your spouse employed?

- [1] Yes [2] No

3.3 The system of your family:

- [1] Nuclear family (self /wife) [2] Atomic family (self, wife and children)
 [3] Joint family with parents [4] Molecular family (with grandchildren)
 [5] Any other (Kindly specify)

3.4 Are your parents fully dependent on you?

- [1] Yes [2] No

2. SECTION B: COMPETENCY RELATED QUESTION

2.1 For each of the statements relating to assess the knowledge (Tacit & Implicit) components of the Ex-Servicemen, please indicate the extent of your agreement or disagreement by placing a tick in the appropriate box.

Sl. #.	Knowledge Component		S D	D	N	A	S A
1	Tac	<i>I know the requirement of present job market</i>					

APPENDIX 2: Survey Instrument

Sl. #.	Knowledge Component	S D	D	N	A	S A
2	<i>I have the detailed knowledge of materials and tools used at the work place</i>					
3	<i>I have operational knowledge of the machines and tools</i>					
4	<i>I am able to conduct market research report</i>					
5	<i>I can assist others</i>					
6	<i>I understand the responsibilities to be performed by me in the present job market</i>					
7	<i>I can identify opportunities available in the job market</i>					
8	<i>I will be able to apply the knowledge acquired in armed force/ pre -post training</i>					
9	<i>I can identify threats and warning</i>					
10	<i>I am Able to lead Others</i>					
11	<i>I can Identify issues</i>					
12	<i>I can share my expertise knowledge with others</i>					
13	<i>I can access the gap between the current state and desired future direction</i>					
14	<i>I can to contribute my knowledge to the future decision making</i>					
15	<i>I can communicate with other department and share relevant Knowledge</i>					
16	<i>I can understand and resolve issue</i>					
17	<i>I can contribute positively to the decision making</i>					
18	<i>I can generate alternative plan in case of emergency</i>					
19	<i>I can understand the role played by me in the job market</i>					
20	<i>I can contribute positively to the specific job role</i>					

Note: **SD:** - Strongly Disagree; **D:** - Disagree; **N:** - Neutral; **A:** - Agree; **SA:** - Strongly Agree

APPENDIX 2: Survey Instrument

2.2 For each of the statements relating to assess the Skill (Soft, Core & Job Related) components of the Ex-Servicemen, please indicate the extent of your agreement or disagreement by placing a tick in the appropriate box.

Sl. #.	Skill Component		S D	D	N	A	S A
1	Soft Skill	<i>I can take challenging task when available</i>					
2		<i>I can contribute to the strategic decision making</i>					
3		<i>I can take part in organisational decision</i>					
4		<i>I can contribute to the organisational planning</i>					
5		<i>I can quickly adopt to the change in the job role</i>					
6		<i>I can represent problems on the behalf of others</i>					
7		<i>I can adjust with the technological change</i>					
8		<i>I can quickly act on the situation</i>					
9		<i>I can take extra responsibility</i>					
10		<i>I can handle extra-ordinary situation</i>					
11	Core Skill	<i>I can manage work on time</i>					
12		<i>I can work efficiently</i>					
13		<i>I can lead and guide others</i>					
14		<i>I can act quickly on the situation</i>					
15		<i>I can work in a group</i>					
16		<i>I can communicate with others</i>					
17		<i>I can work creatively</i>					
18		<i>I can manage stress</i>					
19		<i>I can generate innovative idea</i>					
20		<i>I can keep high confidence level</i>					
21	Job	<i>I can set Priorities with appropriate sense of what is most important</i>					
22		<i>I can manage time in order to finish the task on time</i>					

APPENDIX 2: Survey Instrument

Sl. #.	Skill Component	S D	D	N	A	S A
23	<i>I can take an active part in meetings/consultation</i>					
24	<i>I can manage work load</i>					
25	<i>I am able relate to the commitment that today's job demand in the job market</i>					
26	<i>I can justify the job role available in the today's job market</i>					
27	<i>I can convince others for positive change for the organisation</i>					
28	<i>I can solve work related problems</i>					
29	<i>I can initiate ideas</i>					
30	<i>I can analyse the problem</i>					

Note: **SD:** - Strongly Disagree; **D:** - Disagree; **N:** - Neutral; **A:** - Agree; **SA:** - Strongly Agree

2.3. For each of the statements relating to assess the Job Attitude (Job Involvement, Job Satisfaction & Organizational Commitment) Components of the Ex-Servicemen, please indicate the extent of your agreement or disagreement by placing a tick in the appropriate box.

Sl. #.	Job Attitude Related Component	S D	D	N	A	S A
1	<i>I can support others and give solution</i>					
2	<i>I can motivate other for the overall development</i>					
3	<i>I can promote continuous leaning and developmental environment</i>					
4	<i>I can provide guidance to juniors</i>					
5	<i>I can establish good rapport with external agencies to meet the organisation need</i>					
6	<i>I can provide feedback if needed</i>					
7	<i>I can inspire and guide group</i>					
8	<i>I can initiate and manage changes</i>					
9	<i>I can work for extra hours to complete the task</i>					

APPENDIX 2: Survey Instrument

10		<i>I will look for maximum return out of little resources</i>					
11	Job Satisfaction	<i>I can identify myself with the job available in the job market</i>					
12		<i>I am able to relate with the work culture of the current job market</i>					
13		<i>I can keep my morale high</i>					
14		<i>I will identify myself with the organisational goal</i>					
15		<i>I can adjust to the current work culture</i>					
16		<i>I can relate my interest with the current job market's</i>					
17		<i>I can set high standard for self and others to support organisation goal</i>					
18		<i>I can take responsibility of work flow and management of it</i>					
19		<i>I can take responsibility and stay focused on problems until an effective solution is found</i>					
20		<i>I can seek ways to improve overall performance</i>					
21	Organizational Commitment	<i>I can act on opportunities for the achievement of organisation goal</i>					
22		<i>I can prefer group interest over mine</i>					
23		<i>I can prefer organisational preference over mine</i>					
24		<i>I can work for extra hours if needed</i>					
25		<i>I can set priorities for the achievement of organisation goal</i>					
26		<i>I can take extra responsibilities</i>					
27		<i>I can contribute my best to meet the responsibilities of job role</i>					
28		<i>I can keep my morale up</i>					
29		<i>I can assist juniors</i>					
30		<i>I can put organisational goal before than mine</i>					

Note: **SD:-** Strongly Disagree; **D:-** Disagree; **N:-** Neutral; **A:-** Agree; **SA:-** Strongly Agree

APPENDIX 2: Survey Instrument

SECTION C: SECOND CAREER AVENUES AND PREFERENCE

3.1 Preference of work after retirement: [1] Self-employed [2] Employment

3.2 If employment: Preference of work: [1] Government jobs [2] Private Jobs

3.3 If Private Job, then Please provide ranks to the following sectors as (1st, 2nd.....10th) according to your willingness to Work in those Sectors after retirement. (Ignore if going for a self-employment)

Sl. No	Sector	Rank	Sl. No	Sector	Rank
(a)	Management		(f)	Tourism and Travels	
(b)	Logistics		(g)	IT-IteS	
(c)	Retail		(h)	Power	
(d)	Sports and fitness		(i)	Food Processing	
(e)	Green Job Sector		(j)	Textile	

3.4 Please rank the below job roles according to your preference (in which you would probably work after retirement).

Management job role	Rank	Tourism & Travels Job role	Rank
Master Trainer		Assistant Facility Manager	
Trainer		Guest House care taker	
Survey Supervisor		Tour manager	
Security Officer		Paragliding Coach	
Recruitment Executive – HR		Food Delivery Associate	
Instructional Designer		Facility Management Executive	
Assessor		Front Office Associate	
		Outlet Manager	
		Housekeeping Executive	
Logistics job role	Rank	IT-IteS job role	Rank
Land Transportation – Executive		Pack-Associate - Desktop Publishing (DTP)	
Warehouse Manage		Pack-Associate - Analytics	
EXIM – Executive		Pack-Collections Executive	
Cold Chain Lead		Domestic biometric data operator	
E-commerce Team Lead		Pack-Design Engineer – Engineering Analysis	
Cargo Surveyor		Pack-Hardware Engineer	
Courier – Manager		Analyst	
Warehouse Executive		Security Analyst	

APPENDIX 2: Survey Instrument

<i>Vessel Operator</i>		<i>Product Executive</i>	
		<i>Technical Support Executive</i>	
Retail job role	Rank	Sports job role	Rank
<i>Retail Trainee Associate</i>		<i>Physical Activity Facilitator</i>	
<i>Retail Team Leader</i>		<i>Sports Masseur</i>	
<i>Retail Associate cum Cashier</i>		<i>Fitness Trainer</i>	
<i>Business Leader/ Multi-outlet Retailer</i>		<i>Self-Defence Instructor</i>	
<i>Self-employed e-tailer</i>		<i>Personal Fitness Trainer</i>	
<i>Seller Activation Executive</i>		<i>Fitness Centre Head</i>	
<i>Sales Supervisor</i>		<i>Group Fitness Trainer</i>	
<i>Visual Merchandise</i>		<i>Strength and Conditioning Coach</i>	
<i>Distributor Salesman</i>		<i>Community Sports Coach</i>	
Power sector Job Role	Rank	Food Processing Job Role	Rank
<i>Technical Helper Distribution</i>		<i>Fruits and Vegetables Selection In-Charge</i>	
<i>Consumer Energy Meter Technician</i>		<i>Milling Technician</i>	
<i>Pipe Fitter (Power Plant)</i>		<i>Dairy Products Processor</i>	
<i>Coal Handling Operator - Thermal Power Plant</i>		<i>Cottage Cheese Maker</i>	
<i>Lineman Distribution</i>		<i>Multi Skill Technician (Food Processing)</i>	
<i>Surveyor -Transmission Line</i>		<i>Production Manager</i>	
<i>Electrical Winder</i>		<i>Industrial Production Worker</i>	
<i>Engineer - Transmission</i>		<i>Processed Food Entrepreneur</i>	
<i>Industrial Electrician</i>		<i>Traditional Snack and Savoury Maker</i>	
Textile sector job role	Rank	Green Industry job role	Rank
<i>Carding Operator</i>		<i>Solar PV Installer - Electrical</i>	
<i>Tape Winder</i>		<i>Rooftop Solar Grid Engineer</i>	
<i>Hand Spinning Operator</i>		<i>Waste Picker</i>	
<i>Jute Selector cum sorter</i>		<i>Paper Bag Make</i>	
<i>Jute Weft Winding Operator</i>		<i>Manager- Waste Management</i>	
<i>Jute Beaming Operator</i>		<i>Safai Karam Chari</i>	
<i>Knotting Machine Operator</i>		<i>Septic Tank Technician</i>	
<i>Size Mixer</i>		<i>Solar PV Designer</i>	

APPENDIX 2: Survey Instrument

<i>Knotting Machine Operator</i>		<i>Solar PV Manufacturing Operator</i>	
----------------------------------	--	--	--

3.3 If self- employed, please state the status of your work

- [1] Existing/family business [2] new venture

3.4 If new venture then please state the type of new venture

- [1] Manufacturing (specify)
[2] Service-provider(specify)

3.5 If new venture then please mention the stage at which your venture falls (Please tick ✓)

- [1] Pre Launch Stage [2] Launch Stage [3] Post Launch Stage

4. SECTION D: RESETTLEMENT RELATED QUESTION

4.1 Please mention whether you have undergone any of the following resettlement courses, during your service in the armed forces. If yes kindly mention the duration also

- [1] Computer course yes (....) No (....) Duration.....
[2] Management Course yes (....) No (....) Duration.....
[3] Vocational course yes (....) No (....) Duration.....
[4] Agricultural-based course yes (....) No (....) Duration.....
[5] *Have not undergone any resettlement course*

4.2 Have you done any course/study/exam for your resettlement, after your discharge from the armed forces?

- [1] Higher studies Duration.....
[2] Computer courses Duration.....
[3] Vocational courses Duration.....
[4] Competitive examinations Duration.....
[5] Have not undertaken any of these

4.2 Skill Learned during the Pre-Post training

- [1] Driving [2] operating machine [3] electronics
[4] Others..... (Please mention)

4.3 Have you register yourself for the resettlement courses offered by the resettlement agencies/ infrastructure? Yes [] No []

4.4 If yes, then please mention then who motivated to register

- [1] Zilla Sainik Board [2] AFWWA / AWWA / NWWA & Associations
[3] Record Offices [4] Placement Cells of the Army / Navy / IAF
[5] Did not get any assistance from any of the above agencies

APPENDIX 2: Survey Instrument

4.5 If no, please mention the reason (Rank the reason)

- [1] Courses Offered is too expensive []
 [2] Courses offered is not relevant in today's Job Market scenario []
 [3] Past Performance of Resettlement infrastructure is always below average []
 [4] The amount of pension is enough []
 [5] No idea about the resettlement infrastructure []
 [6] Don't want to work []
 [7] Others (Please specify)

4.6 Time taken for getting first employment after retirement

- [1] 0-3 Months [2] 4-6 months [3] 7-9 months [4] 9-12 months [5] more than a year

4.7 No. of Interviews attended to find a second job after retirement

4.8 Is your experience at the armed forces helpful to your present profession?

- Yes [] No [] Partly []

4.11 who inspired you to go for a self-employment

- [1] Family Background [2] DGR/Sainik board [3] friends and relatives
 [4] personal urge & drive [5] others NA

4.12. For each of the statements relating to assess role on career related services and grievances activities of welfare agencies (i.e. Kendriya Sainik Board (KSB)/ Rajya Sainik Board (RSB)/ Zilla Sainik Board (ZSB)), please indicate the extent of your agreement or disagreement by placing a tick in the appropriate box.

Sl. #.	Kendriya Sainik Board (KSB)/ Rajya Sainik Board (RSB)/ Zilla Sainik Board (ZSB)		S D	D	N	A	S A
1	Career Related Services	<i>Sainik Board helps in solving resettlement related problem</i>					
2		<i>Sainik Board helps in providing resettlement related assistance</i>					
3		<i>Sainik Board helps in representing resettlement related queries to the Government</i>					
4		<i>Sainik Board provides information regarding the RSB/ZSB</i>					
5		<i>Sainik Board gives information regarding the Schemes available for resettlement</i>					
6	Grievance	<i>Sainik Board provides information regarding the Scholarship Schemes</i>					

APPENDIX 2: Survey Instrument

Sl. #.	Kendriya Sainik Board (KSB)/ Rajya Sainik Board (RSB)/ Zilla Sainik Board (ZSB)		S D	D	N	A	S A
7		<i>Sainik Board represents the grievances of ESM to Government</i>					
8		<i>Sainik Board is approachable</i>					
9		<i>Sainik Board replays to the e-mails and calls</i>					
10		<i>Sainik Board is essential for the resettlement</i>					

Note: *SD:- Strongly Disagree; D: - Disagree; N:- Neutral; A:- Agree; SA:- Strongly Agree*

4.13. For each of the statements relating to assess role on Skill Nurturing & Resettlement Related services of Resettlement Related Organisation (i.e. Directorate General Resettlement (DGR)), please indicate the extent of your agreement or disagreement by placing a tick in the appropriate box.

Sl. #.	Directorate General Resettlement (DGR)		S D	D	N	A	S A
1	Skill Nurturing Services	<i>DGR solve the problem related the pension</i>					
2		<i>DGR provides information related to the employment</i>					
3		<i>Job Fair is conducted regularly</i>					
4		<i>Job fair if helpful</i>					
5		<i>Courses provided by the DGR is expensive</i>					
6	Resettlement Related Services	<i>Courses/ Program / Trainings are helpful and essential</i>					
7		<i>DGR assist in taking Second Career</i>					
8		<i>DGR helps in resettlement</i>					
9		<i>DGR provides information related to PM-Scholarship Program</i>					
10		<i>DGR helps ESM in decision making</i>					

Note: *SD:- Strongly Disagree; D: - Disagree; N:- Neutral; A:- Agree; SA:- Strongly Agree*

APPENDIX 2: Survey Instrument

4.14.For each of the statements relating to assess role on Placement & Employer-Employee Interface Related services of Resettlement Related Organisation (i.e. Army Welfare Placement cell (AWPC)), please indicate the extent of your agreement or disagreement by placing a tick in the appropriate box.

Sl. #.	Army Welfare Placement cell (AWPC)		S D	D	N	A	S A
1	Placement Related Services	AWPC provides information related to the resettlement					
2		AWPC provides information regarding the employment opportunities					
3		AWPC suggest relevant sector for the employment					
4		Information provided by the AWPC is relevant					
5		AWPC is approachable					
6	Employer-Employee Interface Related Services	AWPC answers and replays to the e-mails and mail					
7		AWPC is essential for the resettlement					
8		AWPC guides ESM in taking Second Career					
9		AWPC answers the queries of ESM					
10		AWPC provides relevant information					

Note: *SD:- Strongly Disagree; D: - Disagree; N:- Neutral; A:- Agree; SA:- Strongly Agree*

4.15 You can use this space for writing a description of your experiences in the process of your resettlement. You may also kindly mention your comments / suggestions / feedback, etc.

.....

.....

Appendix ~ 3

APPENDIX 3: Research Profile

The list of Paper Presentation & Paper Publication

Sl. No	Program/ Paper Details	Page No
1	Google Scholar Profile Page	b
2.	ICSSR Sponsored Two days International Conference Paper Presentation on titled “ <i>Critical Literature Review on Second Career Mapping and Assessment of Resettlement Infrastructure for Indian Army</i> ” on Rejuvenation of emerging economies through Rural Skill Development held during 13 th & 14 th December 2019 Organized by the Department of Commerce by Manonmaniam Sundaranar University, Tamil Nadu.	c & d
3	ICSSR Sponsored National Conference Paper Presentation on Titled “ <i>Whether the Current Resettlement Mechanism for Indian Armed Force Ex-Servicemen Passable</i> ” presented on Sustainable Business Model Innovation and Management Practices: Priorities and Perspectives held during 25 th – 26 th August 2022 organized by Department of Business Administration, Assam University.	e & f
4	Research Article Publication on “ A Cross-Sectional study of Ex-Servicemen Perception and Satisfaction on their Resettlement Institutional Infrastructure in India ” in the UGC Care List Journal: Ramanujan International journal of Business and Research, Vol. No. :9; Issue No. 1; on Sep 2024; P-ISSN: 2455-5959, E-ISSN: 2583-0171; Publisher by: Ramanujan College, University of Delhi	g

$\sim \mathbf{b} \sim$

APPENDIX 3: Research Profile



APPENDIX 3: Research Profile

CRITICAL LITERATURE REVIEW ON SECOND CAREER MAPPING AND ASSESSMENT OF RESETTLEMENT INFRASTRUCTURE FOR INDIAN ARMY

PRAJALA RAI

Ph.D. Scholar Research Scholar, Sikkim University, 6th mile Samdur Gangtok, Pin Code 737102

Abstract

People from all over the country join the defence services voluntarily, get happily amalgamated into a potent force by virtue of hard training and wholeheartedly identify with the organization. Performance remains the main goal and the credit goes to the impartial and effective system of training, ethics and ethos of the services. Sincerity, loyalty, dedication, camaraderie and true regimental spirit are some of the hallmarks that keep the "force" ticking. Since the nature of the job is arduous and risk-prone, it is imperative to maintain a youthful profile of the organization.

Thus, most of the Armed Forces personnel retire early, an approximate figure of 60,000 nearly every year, unlike their Government counterparts who remain holding their posts till 60 years of age. Once a serviceman is out of the organizational umbrella, life begins afresh towards the Search for the Second Career. The prevalent culture and ethos outside are rather different, and diagonally at a variance, from what exists in the Forces. Hence, an acute need is felt for the Second career option to enable him adjust to the civilian way of life. The Study attempts to explore various literatures related with the Second career of Ex-Servicemen after retirement. The study divides the literature into four categories i.e. Second Career Prospects after retirement, Employability Skills, Present resettlement Infrastructure structure in India, Resettlement infrastructure in other countries in other countries for military retirees.

Key Words: Employability Skills, Resettlement Infrastructure, Second Career

1. Introduction

Ex-servicemen in a broad sense, currently refers to all those who has served in any of the three-armed forces for any length of time and continue to live at any given point of time. In the ancient and medieval Period, a person used to be a soldier for his entire life. Though the Ex-Servicemen is the retired personnel unlike his civilian counterparts they do not fit into this category as he is still young fit with sterling qualities of loyalty, discipline and professionalism. ESM are experts in many fields from handling of sophisticated weapon and equipment, he is well versed in the art of warfare. Some have good exposure of fighting in different terrains ranging from high altitude to jungle, desert, reverie terrain or a built-up area. Hence, such exposures make him a quick learner with a high degree of adaptability. Unfortunately, this experience no matter how rich it may be is not of much use after he "hangs his boot". And here lies the problem as to what should an ESM do for smooth transition to the civilian way of life and ensure a gainful employment, because he still has numerous domestic responsibilities to shoulder. Once a serviceman is out of the organizational umbrella, life begins afresh towards re-employment and re-habitation. The prevalent culture and ethos outside are rather different, and diagonally at a variance, from what exists in the Forces. Hence, an acute need is felt for the Second career option to enable him adjust to the civilian way of life.

APPENDIX 3: Research Profile



WHETHER CURRENT RESETTLEMENT MECHANISM FOR INDIAN ARMED FORCES EX SERVICEMEN PASSABLE?

PRAJALA RAI

The Ex-servicemen (ESM) as a social category are of a very recent origin. The historical evidences suggest that in ancient and medieval periods a person used to be a soldier for life. Ex-servicemen in a broad sense, currently refers to all those who served in any of the three-armed forces for any length of time and continue to live at any given point of time. Though an Ex-servicemen (ESM) is retired personnel he truly does not fall into that bracket because he is still young and fit with sterling qualities of loyalty, discipline & professionalism. Every year 60,000-70,000 Indian Army retires and join the category of Ex-Servicemen.

Most of the Ex-Service men find it difficult to manage in the competitive market after spending their lives in isolation from the civilian market. Therefore, resettlement in a civilian life becomes harder and second career becomes essential for Ex-Servicemen. Finding the next job also depends upon the market forces as well as on the various competencies to perform such jobs. The Centre and State both actively handle the responsibility of resettlement of Ex-Servicemen. There are various National, State as well as District level boards and in

ARTICLE

A Cross-sectional Study of Ex-Servicemen Perception and Satisfaction on their Resettlement Institutional Infrastructure in India

Prajala Rai ^{1, *}, Ravi Shekhar Vishal ^{2, †} and B. Muthu Pandian ^{3, ‡}

¹School of Professional Studies Sikkim (Central) University, Gangtok-737 102 Sikkim (East) and ²School of Professional Studies Sikkim (Central) University, Gangtok-737 102 Sikkim (East) and ³School of Professional Studies Sikkim (Central) University, Gangtok-737 102 Sikkim (East)

* prajalarai11@gmail.com

† rsvishal@cus.ac.in

‡ bmpandian@cus.ac.in

‡ Corresponding author.

Abstract

In the armed forces, more than 60,000 Ex-Servicemen retire from their services every year and need resettlement-related support to adapt to civilian work life. Several institutions provide resettlement and welfare-related assistance to the Ex-Servicemen. Does the assistance and training provided by the resettlement institutions fulfil the employability expectation of the Ex-Servicemen? Against this backdrop, the study adopts the five-point Likert scale summative score to measure the perception and level of satisfaction of Ex-Servicemen relating to their resettlement institutional infrastructure. In addition to the above, discover an association and identify the significant variation in their satisfaction levels based on the retirement rank and registration status. The major findings highlight that the majority of the Ex-Servicemen are not satisfied with the services provided by the resettlement institutions, and there is a significant association between their level of satisfaction and retirement ranks. Similarly, it exhibits that their satisfaction scores on resettlement institutional infrastructure significantly vary based on their retirement ranks.

Keywords: Perception, Satisfaction, Resettlement, Ex-servicemen, Retirement Ranks.

1 Introduction

Every year 55,000–60,000 Ex-servicemen (ESM) retire and join the retired category (Sharma, Jain, & Sharma, 2021). Unlike their counterparts, they retire early and have many productive years with them. They do not fit into this retired category as they are still young and have major financial responsibilities to shoulder. Since they have spent many years in isolation it becomes difficult for them to resettle in civilian work life and they require Second career (Walia & Verma, 2023) to cope with the financial responsibilities. Several resettlement institutions help ESM resettle in civilian workspace. They not only provide re-settlement assistance but also conduct pre- and post-retirement training in order to enhance employability. Employability is the critical factor in the job market (Kaurand & Kaushik, 2020) helping them get a second