Human Resources in Security Sector: An Integrated Model for the 21st Century

Rahul K Bhonsle*

The challenge of management of human resources may be the most profound in the security sector in the years ahead given transformations happening globally and enhancement of human potential and opportunities for individual growth. The national security sector extending from the military to private security guards denotes the plethora of skills sets required which vary from that of handling highly sophisticated and lethal missile arsenal, to commandeering large aircraft carriers and submarines to securing public space in metropolitan cities. Selection, training, motivation and incentivizing the force will be a major challenge for the 21st Century. The need of the hour is, therefore, to have an integrated human resource development policy so that lateral skills can be utilized across the three spectrums of defence, paramilitary and police and private security and enhance talent utilization through motivation. It argues that this will lead to effective and economic utilization of manpower with national ownership rather than as a stove piped resource, corresponding savings to the ex-chequer while adding to proficiency of security forces.

Introduction

Human resources in the security sector in India are a critical component of efficiency and effectiveness of the state in protecting individual as well as national interest. Expansion of security to include traditional as well as non-traditional and state as well as human has led to posing a diverse challenge to capacity building. With omnipotent threat of conventional as well as sub-conventional conflict, nuclear deterrence and terrorism investments required for security are high. Manpower and personnel numbers including the private sector could exceed over 10 million while the expenditure on a yearly basis adds up to over Rs 100,000 Crore in India.[1] Despite the large numbers, there are gaps in critical areas with the Armed Forces facing deficiency of officers varying from 20 to 30 percent at the cutting edge, the junior leaders.

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The poor capability of this mass was exposed at Mumbai on 26 November 2008 when a handful of terrorists succeeded in running amok for over three days and caused over 175 fatalities. This underlined the need for investment in building security infrastructure to protect public as well as private assets. A number of measures have been taken particularly in terms of enhancing numbers and capability which may show results in the days ahead. However, the challenge of developing full human resource potential remains both at the top end of the pyramid as well as at the bottom with half skilled guards deployed in hordes providing a minimal sense of security.

Integration of human resources across the board the military, police and paramilitary and the private sector and modernizing management to match individual aspirations with security requirements of the state seems to be the way ahead.

Aim and Scope

This article proposes to examine challenges faced for management of human resources in the security sector in the 21st Century and suggest responses in terms of integration and modernization. The security sector identified denotes a broad base from the military to the private security industry in India and, thus, has three tiers, military, paramilitary, central and state police and private security industry. In the light of the above the scope of the article is as follows:-

> (a) Overview of Security Challenges and Human Resource Requirements.
>
> (b) Current State of Human Resources in Security Sector.
>
> (c) Proposed Model for Integration of Human Resources in Security Sector.
>
> (d) Modernisation of Human Resources Management

Security Challenges and Human Resource Requirements

There is also a need for high degree of interoperability with a variety of forces operating on a modern battlefield, military and private in tandem.

National security challenges in a globalised world in the 21st century are continually expanding. Thus, the scope has extended multi-dimensionally from high intensity nuclear to safety of individuals and private property with a variety of threats creating an asymmetry of fear for a developing country as India. Security forces are, thus, likely to face a variety of challenges which are geographically proximate.[2] There is also a need for high degree of interoperability with a variety of forces operating on a modern battlefield, military and private in tandem. The organizational inter mix is more than

evident in Afghanistan where a force of almost 50,000 private security guards supplement the 1,50, 000 plus international and 200,000 local forces.

The need for persons with multiple skills is also highlighted with the wide range of weapon systems that have been introduced. The high cost of defence equipment with fighter aircraft now touching $ 100 million plus places exceptional emphasis on training specialised personnel. There are major challenges in capacity building as well as retention of such persons.

The problem of recruitment in India on the other hand is in inducting the right material. Motivation of individuals is also a challenge particularly the highly skilled and proficient professional who has multiple job avenues and with declining convention of life long employment, migration rather than continuity is the norm. In this, the security sector traditionally has depended on youth from semi urban and urban areas to officer units and sub units with some having long tradition of service in the armed forces as well as the police going back to generations.

Today with competition from modern well managed businesses particularly in the Information Technology sector which have a high brand image, are willing to invest in human resources, provide scope for growth and operate in a larger global environment, this strata of youth is being attracted away from the security forces. Many youth from rural or semi urban pockets have the talent but lack requisite skills of communication and adaptation to a modern security and military environment. On the other hand, the large pool of youth available for induction at the soldier level faces the challenge of under education thereby denoting the gap between declared and actual potential. This is also leading to exploitation by the recruitment mafia who has subverted the system in some cases. There is, therefore, a need for evaluating the nuances of human resources management in the emerging era and adapt to the possible transformations.

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Current State of Human Resources in Security Sector

General

A survey of the current state of human resources in the security sector in India would denote there are substantial challenges in the quantitative as well as qualitative dimension. Examining each force separately, it is seen that for the

military the biggest challenge appears to be deficiency of officers and attracting high quality talent. On the other hand, police forces are having large deficiencies in the state police in particular and even a shortfall in the Indian Police Service (IPS) officer cadre. There are also issues related to capacity building, motivation and hygiene factors. A broad survey of these issues with relevant metrics is carried out as per succeeding paragraphs.

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The Numbers Gap

The deficiency in the armed forces is particularly related to number of officers. As of 15 July 2009, there was a deficiency of 14,300 plus officers in the three services as indicated in Table 1 below.

Table 1: Deficiency of Officers Indian Armed Forces

Army	Navy	Air Force
11387	1512	1400

Source: Ministry of Defence (MOD), Government of India, Press Release, 15 July 2009.

The Army in particular is having a large deficiency in officers. An attempt to make up this shortage has been made by offering short service commission. Thus, the intake of this category is being increased from 700 a year to 1100 by having two academies, Officers Training Academy, Chennai and a new one in Gaya Bihar, to be functional by end of 2010.[3] Another measure being taken is to make the stream more lucrative by providing additional incentives in terms of a lump sum grant of Rs 18-lakh grant for each SSC officer who serves for 14 years. The government will also provide funding of up to Rs 3 Lakh per year for education and reemployment.[4]
The status of induction of short service commissioned officers as indicated by the Ministry of Defence have been highlighted in Army are as per Table 2. On observation it would be evident that with approximately 2000 inductees deficient over a period of 4 years or 500 per year the number of officers deficient in the Indian Armed Forces is likely to increase over a period. The present deficiency stands at 11387 as indicated in Table 1, with an increase in 500 in the same each year this may continue to rise and needs serious review at an appropriate level.

The deficiency in the officer cadre in the paramilitary forces is also very high, with the Indo Tibetan Border Police (ITBP) at 41.98 percent, the National Security Guards at 37.28 percent and the Central Indian Security Force (CISF) at 30.96 percent as indicated in Table 3. Similarly, there is a shortfall in the ranks in the ITBP and the CISF thereby requiring substantial increments. As it takes an average of five years or so before a person can deliver to his level of competence in an

establishment, this will have an impact on manpower effectiveness in the short to medium term when the impetus given to additional recruitments now starts showing results.

Table 2: Status of Officer Cadets Intake: Training Academies[5]

Year	National Defence Academy		Indian Academy Military		Officers Training Academy	
	Auth	Joined	Auth	Joined	Auth	Joined
2006	390	429	1633	1489	700	575
2007	390	405	1633	1351	700	497
2008	390	370	1540	1159	700	407
2009	390	500	1540	1262	700	315
Total	1560	1704	6326	5261	2800	1794

Table 3: Shortage of personnel in paramilitary forces

Force	Percentage of shortage at the entry point	
	Officer grade	Sepoy
Assam Rifles	1	-Nil-
BSF	19.02	5.97
CISF	30.96	11.19
CRPF	17.10	1.69
ITBP	41.98	13.69
NSG	37.28	9.97
SSB	1	9

Source: Ministry of Home Affairs (MHA), Government of India, Press Release, 29 July 2009.

The deficiency of officers in the Indian Police Service (IPS) Cadre is also evident with 3332 officers against a sanctioned strength of 3889 or 14.3 percent. 8 percent of the deficiency is in direct recruitment quota for the IPS which is the back bone of the Police in the country. The key investigation agencies, Intelligence Bureau and CBI is also short of Superintendent of police and above by 88 and 27 respectively.[6]

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The status of police in the states is also quite similar with an all India of deficiency at over 270,000 plus as indicated State wise at **Appendix-A.** Some large states which are also security stressed such as Bihar, Jammu and Kashmir, Karnataka, Maharashtra, Uttar Pradesh and West Bengal have major deficiencies extending from 15,000 to 50,000 as of December 2009. Some recent reports indicate that deficiencies have been made up partially with the same reduced to about 140,000 or so. The Police as per a report are stated to have manpower of 1,581,439 with 77,286 added in just over six months with an overall deficiency of 138,559 people in January 2010.[7] The five year efficiency rule for new inductees will continue to apply in this case as well and, thus, has to be factored in the capacity to deliver.

The Private Security Industry

The private security industry in India has emerged as the largest employer of security manpower in the country. Central Association of Private Security Industry (CAPSI) is the industry body for all private security agencies and claims to be an, "elite association" as per the CAPSI web site accessed on 29 August 2010.[8] There are 7 million private guards as per CAPSI; however, enforcement of regulation remains weak. The industry has an estimated business of $ 2 billion largely managed by a semi organized sector comprising of over 15,000 companies. The private security guards are low paid at approximately Rs 4,000.[9] However, given the high requirement of manpower in this segment there is no dearth of men joining up particularly from rural areas.

The level of training and regulation in this sector despite stipulations in the Private Security Agencies (Regulation) Act, 2005 is poor.[11]

Private security is preferred by industries given high costs of the Central Industrial Security Force (CISF) at Rs 50,000 per personnel which is five times that for private security guards at Rs 10,000 per guard per month.[10] The level of training and regulation in this sector despite stipulations in the Private Security Agencies (Regulation) Act, 2005 is poor.[11] There are many loop holes as some states have not passed corresponding State Security Acts which mandate implementation.

Training and Motivation

The level of training in the Armed Forces can be said to be fairly satisfactory though no public sources of standards achieved can be accessed. The motivation levels also seem to be improving with a drop in the number of officers in particular opting for voluntary retirement as given below for the Army at Table 5 from 8698 in 2007 to 4167 in 2009 which may also be an indicator of the effect of the proposals of the Pay Commission with corresponding downslide in the job market in the civil street, however, this relationship is judgmental.

Table 5 – Voluntary Retirement Armed Forces[12]

Forces	Details of officers and jawans who Resigned or sought Voluntary retirement		
	2007	**2008**	**2009**
Army	8698	7775	4167

A detailed study carried out for the United Services Institution of India (USI) by Lt General (Retd) R N Mahajan on how to make career in the Armed Forces more attractive for youth provides some indicators of future aspirations.[13] This study has a strong empirical basis with survey of 1108 respondents which included a mix of serving officers (534, 70 percent being Majors and below) and Students (443) in addition to retired officers. Some key facets related to job satisfaction, quality of personal life and attractive features of service life brought out in the Study denote a high need for productive work and professional duties, lesser supervision and removal of archaic rules. Quality of personal and family life is also considered important, while camaraderie, job security, regulated life and high service traditions are identified as attractive features.[14]

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Motivation and training of police need some consideration. As denoted from the criteria of voluntary retirement, there is an increase in numbers in central police and paramilitary forces year of year from 2007 to 2008 as indicated in Table 6 below, though there was a drop in some as the ITBP and the Assam Rifles in 2008. The numbers have gone up by almost three times for the CRPF and the BSF between 2007 to 2009 from 1381 to 3855 and 2251 to 6531 respectively. This has come despite announcement of the benefits of the 6th Pay Commission indicating some major motivational challenges in these forces.

The requirement of training the police in varied competencies is highlighted given the challenges faced varying from intelligence to antiterrorism which would be feasible only by setting up of infrastructure which can enhance effectiveness of the force. The need for equipping the force with modern small arms is also essential.[16] While budgetary allotments have increased over the past few years a major component goes for pay and allowances leaving limited resources for capacity

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building.[17] These would be determining factors in management of the police forces in the years ahead.

In some perceptive observations in a detailed examination of police capacity building Om Shankar Jha denotes that human resources will remain the principal issue in policing in India. While there is large scale induction of funds and equipment such as computers, GPS and so on are being procured ability of personnel to operate these as well as other high technology impediment as satellite phones or UAVs remains low.[18] The ability to convert training into tangible operational gains at the grass roots is also not very high, thus, there is a challenge in capacity building as well.[19] More over States are having limited capacity for training say a maximum of 300 personnel in nine months with paucity of trainers and supervisors. [20]

Table 6: Cases of VRS in CPOs[15]

Forces	Details of officers and jawans who Resigned or sought Voluntary retirement		
	2007	**2008**	**2009**
CRPF	1381	1791	3855
BSF	2251	3703	6537
CISF	629	704	1196
ITBP	119	257	957
SSB	335	341	593
Assam Rifles	2091	995	1280
BPR&D	01	-	-
IB	97	108	149
SVPNPA	-	01	-
NEPA	01	-	04

Summary of Conclusions: A summary of conclusions from the survey above would denote three key problem areas in the security sector in the future, numbers, skills and motivation. There is deficiency in numbers in the police and paramilitary in all ranks while that in the case of junior officers in the Army. The ability to retain talent particularly of well trained manpower in the security sector will be a key consideration. While the private sector has grown exponentially in terms of numbers, skills are low and may not match requirements even for basic security tasks envisaged.

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At present the structure of the human resources management is siloed without any formal arrangements for lateral shift and while some provisions for absorption of military personnel in the police exist, these do not seem to be having a major impact on numbers as well as capability. Training and skill building remains a challenge for the police and private security due to lack of adequate number of facilities and trainers. Two specific areas which need to be addressed are, thus, holistic utilization of numbers and capacity and motivational options for maximizing talent for which some suggestions are being considered in the succeeding paragraphs.

Integration of Human Resources in Security Sector

The Challenge of Integration: The first challenge of integration emanates from the larger human resources development paradigm at the national level where lack of a unifying policy making body has led to heterogeneous capacity building which does not address critical national needs as in security sector while at the same time compartmentalization of available talent. Skill development, employment and regulation the three main areas of human resources is divided between the Ministry of Human Resources and Labour and Employment amongst others at the national level. Government security management is divided between the Ministry of Home Affairs and Defence. There is a necessity to address this issue to facilitate an integrated national human resources development model which though beyond the scope of this discussion needs mention.

Individually the military is best regulated and there are well established processes for recruitment, training, skill development and motivation. The numbers are also adequate as far as soldiers are concerned, however, there is a major shortfall in the number of officers as has been examined hitherto fore. The talent pool that can be tapped for the officer strata is facing a major competition with private companies in the IT sector attracting urban and semi urban middle class youth which have formed the bulk of the officer cadre so far in the three services. The Armed Forces in house talent spotting and recruitment programme is not generating enough numbers to fill large deficiency as some Sainik Schools are not able to motivate students to join the services.

At the other end of the spectrum is the issue of pensions which is likely to receive greater significance given rising aspirations and sentiment of victimization of veterans. The government seems to be constrained by resources in attending to the demand of one rank and one pension.

The paramilitary and police are suffering from both quantity and quality challenges in human resources. There are large deficiencies in central and state police forces while recruitment of the right material is difficult due to subversion in the enrolment process. Training capacity of institutions is limited in scope both in terms of numbers as well as quality. Thus, while the role of the police has expanded from that of maintenance of law and order to counter Naxal and terrorist operations their numbers and skills have not been able to match the requirements.

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The private security sector has been enlarged over the years and has received greater focus after Mumbai 26/11. While the Private Security Act 2005 has been passed by the Parliament, the sector remains largely

unregulated, cartelized and with poor competence of the guards frequently numbers making up for competence. The skilling capacity of the industry in this sector is still developing with huge deficit in quality of personnel. Given the low scales of compensation offered by some of the private sector security companies and lack of corresponding challenge in mundane guard duties, while a number of ex-servicemen are enrolling for private security jobs, the potential remains untapped.

An Integration Model

There is a vast pool of ex-servicemen in the country tabulated state wise as per **Appendix-B** based on the figures provided by the Ministry of Defence. When seen with deficiency in police in states as per **Appendix-A,** it is evident that some states as Bihar, Jammu and Kashmir, Maharashtra, Uttar Pradesh and West Bengal which are security deficient also have a large number of ex-servicemen. While age of the ex-servicemen is not indicated in the numbers provided by the Ministry of Defence, it could be reasonably estimated that a part of the deficiency could be made up by employing these in the police in their respective states. While there are provisions and some quotas laid down for filling vacancies by ex-servicemen, this potential has not been obviously exploited due to lack of a structured approach starting at the apex level between the Ministry of Defence and Home Affairs.

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With effective skill sets developed the military will be the start point for integration thereby contributing to capacity building in the police, paramilitary and private security. The maximum outflow from services is between 35 to 40 years of age which denotes a minimum of 20 years of active employment potential in superannuating servicemen which can be harnessed. With over 50,000 persons retiring from the service at various stages each year the government has to bear the pension burden for these individuals for almost thirty years plus and may increase given extension of life expectancy in the country.
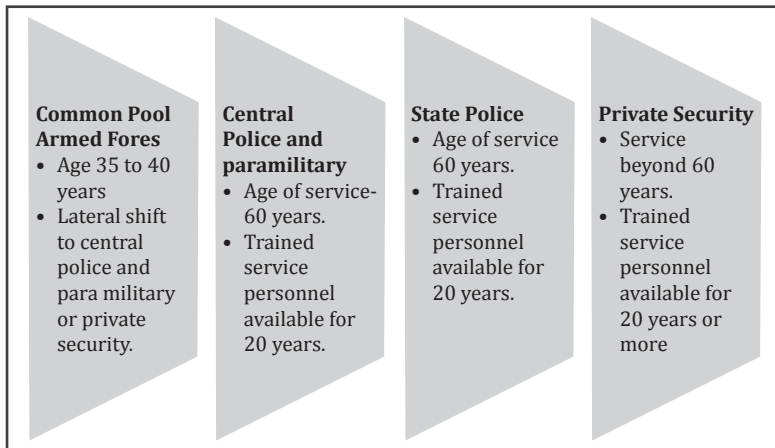
Lateral absorption of a portion of this talent in the police and private security sector can very appropriately sop up this pool of well trained and motivated manpower thereby reducing the burden of training the police, paramilitary and private security guards. The government will also accrue saving on pensions while at the same time ex-serviceman will have accretion to income which would to an extent overcome the financial and social distress faced by many veterans today resulting in resentment.

A simple back of the envelope calculation would reveal that of the 50,000 persons retiring each year if even 50 percent are harnessed for 20 years that is 25,000;

there is a saving of 500,000 pension years from just one lot of pensioners retiring in a single year, which may go up each year by the same number.

There are challenges to adoption of this model, particularly in terms of the training and cultural requirements which are different between the armed forces and the paramilitary which can be overcome by requisite skill building and courses for lateral induction. The other argument against this is of decreasing prospects for employment for youth in the police and the paramilitary. But with almost 10 million jobs being created each year in India, absorption of 25,000 in the police establishment as well as private security from the armed forces should not pose a challenge. The main problems appear to be that of cultural divergence between the military and the police and resistance in the organisational bureaucracies afraid of losing their unique identity and being penetrated by the military per se but these are largely imaginary and need to be overcome keeping in view the substantial benefits that accrue from such transverse movements. More over substantial accretion to capacity and skills of police and paramilitary which have come up for adverse criticism over the years in countering terrorism will substantiate integration. The model is figuratively indicated as per Figure 1 below.

Figure 1: Integration Model

Common Pool Armed Fores	Central Police and paramilitary	State Police	Private Security
• Age 35 to 40 years • Lateral shift to central police and para military or private security.	• Age of service- 60 years. • Trained service personnel available for 20 years.	• Age of service 60 years. • Trained service personnel available for 20 years.	• Service beyond 60 years. • Trained service personnel available for 20 years or more

Modernisation of Human Resources Management

Transformations in Motivation Theory: A critical facet in modernization of human resources management as identified from the survey above is motivation for retention, capacity development and performance. The security forces and particularly the military has for long depended on theories of motivation, however, transformation in these need consideration to adapt to current and future HR needs. Abraham Maslow's hierarchy of needs based on content theory seeks to satisfy four primary needs, physiological, safety, social and self esteem

leading to self actualization. The process theories of motivation as expectancy are more complex and focus on rational cognitive processes that occur within an individual. The trend in motivation today is that of integration of content and process theories thereby converting individual effort into high achievement, synchronizing goals and rewards with equity and meeting personal and organizational achievements. This model will have to be effectively utilized in management of human resources in the security sector. For a futuristic view two models, one from the IT sector in India that of Infosys and another of the US Armed Forces are being examined.

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A View from Infosys: Infosys has been one of the most respected private sector companies in the country in India. It has a large employee base, numbering approximately 114,000. It certainly is the first choice for all IT professionals though in terms of business it could be placed second or third behind Tata Consultancy and IBM. A view of the attractiveness package of Infosys was obtained through informal interaction with some of the younger managers who have joined the company as well as comments posted on its web site. The key issues highlighted are youth who are talented learners, strive for a challenge, have a passion to excel and are also ambitious are generally attracted to the organization who is then nurtured in leadership. Talent induction is at mid and senior levels as well. Empowerment, open work culture and transparency in career management motivate high performance. Effective internal communication programme known as InSync keeps each employee informed of latest developments, equipping him or her to be a "brand ambassador" for the company. While there is a difference in the requirements of the security sector and a business organization, key lessons derived essentially in terms of attracting youth need to be partaken.

HR Management in Security Sector the US Model: The US Army Human Resources Command provides a one stop interactive information portal at https://www.hrc.army.mil providing servicemen as well as veterans information of the wide variety of services by logging in. This includes personalized career information, promotion boards, evaluation processes, and career metrics for professional enhancement education and so on. Given the global deployment of defence forces in the United States, this would seem to be an ideal manner of reaching out to each soldier. Another area in which the US attempted a transformation was in developing a performance based National Security Personnel System (NSPS) where all security personnel were required to link pay with on the job performance. This has not,

however, received approval and has since been terminated. However, useful lessons from the same for identifying effective measures for measurement of on the job performance can be drawn. Adaptation of some facets of these programmes merits attention.

A Paradigm for Modernisation of HR Management

A review of the two brief cases above would reveal that modernizing management of human resources by creating systems which provide an integrated motivation model for individuals through their career, skim out high performers while continuing to sustain the organization through development of in house talent from time to time. While training is one facet which has to be modernized, effective management of human resources is necessary to provide transparency and equity.

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Information technology and web based management tools as used by Infosys as well as Human Resources Command in the United States can provide the Army or the CRPF personnel deployed over extended frontages along the borders or the counter militancy and terrorism roles across the country, a boon to manage his career and to those who are not fully able to do so carry out the same with the help of their comrades and superiors. Therefore, a transition to such a system is necessary which is soldier rather than service driven and can draw out maximum from each individual be it an officer or a soldier or a policeman.

Redefinition of, 'brand' of security organizations including armed forces is also necessary to attract the youth. Today the armed forces brand has to be redefined from that of traditional hierarchy to a modern, transparent and networked organization which is supple without losing the stolidity and deliverability of the past. More over adverse publicity in the media in some cases of irregularities by senior officers of the Army has led to loss of the past sheen. The senior hierarchy in the Armed Forces is compared with the image of CEOs of private companies as Infosys with impeccable credence of persons as Narayana Murthy by the younger generation thereby creating a huge difference in perception. The absence of an inspirational leader in the Armed Forces such as Thimayya, Cariappa or Manekshaw has on the other hand been reinforced by allegations against senior officers which have led to a drop in the brand per se. Higher leadership will have to project image of the army placing in the right perspective overcoming the present negativity of perception, for which exceptional measures would be required and the lead must come from the Service chiefs.

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Today the competition is not just with other government services but also private sector which has grown significantly over the years particularly for the officer cadre and the deficiency in the Army is a reflection of this competition. The need of the hour is also to look deep into the youth barrel, reach out to the semi urban and even the rural pool of talent, nurture the same by providing intensive training particularly in communication skills, build the leadership and so called officer like qualities to fit in the mould of the services officers of the old.

Conclusion

The challenge of management of human resources may be the most profound in the security sector in the years ahead given transformations happening globally and enhancement of human potential and opportunities for individual growth. The national security sector extending from the military to private security guards denotes the plethora of skills sets required which vary from that of handling highly sophisticated and lethal missile arsenal, to commandeering large aircraft carriers and submarines to securing public space in metropolitan cities. Selection, training, motivation and incentivizing the force will be a major challenge for the 21st Century. The need of the hour is, therefore, to have an integrated human resource development policy so that lateral skills can be utilized across the three spectrums of defence, paramilitary and police and private security and enhance talent utilization through motivation.

This will lead to effective and economic utilization of manpower with national ownership rather than as a stove piped resource, corresponding savings to the ex-chequer while adding to proficiency of security forces. In the field of motivation, transparency, high brand image of senior leaders and attracting and retaining talent is possible by a focused approach at rebuilding perception of a unique culture in the forces and using modern resources as IT to reach out to the individual. *idsa*

Appendix-A
All India Strength of Police Forces[21]

Sl.No.	States/UTs	Total Strength of State Police (Civil & Armed)		
		Sanctioned	Actual	Vacancies
(1)	(2)	(3)	(4)	(5)
1.	Andhra Pradesh	108,075	88,807	19,268
2.	Arunachal Pradesh	6,018	5,723	295

3.	Assam	62,920	51,499	11421
4.	Bihar (As on 01 Jan 2007).	74,188	52,075	22,113
5.	Chhattisgarh	42,236	27,369	14,867
6.	Goa	5,055	4,670	385
7.	Gujarat	74,868	72,838	2,030
8.	Haryana	52,136	49,443	2,693
9.	Himachal Pradesh	14,369	11,845	2.524
10.	Jammu & Kashmir	94,763	58,003	36,760
11.	Jharkhand	54,277	51,828	2,2449
12.	Karnataka	88,679	71,226	17,453
13.	Kerala	43,909	39,137	4,772
14.	Madhya Pradesh	76,826	69,844	6,982
15.	Maharashtra	201,251	151,999	49,252
16.	Manipur	19,064	15,414	3,650
17.	Meghalaya	11,293	9,248	2,045
18.	Mizoram	9,115	8,328	787
19.	Nagaland	33,487	33,487	-
20.	Orissa	47,216	38,492	8,724
21.	Punjab	71,869	67,645	4,224
22.	Rajasthan	72,626	66,020	6,606
23.	Sikkim	3,886	3,604	282
24.	Tamil Nadu	102,421	87,973	14,448
25.	Tripura	25,918	21,159	4,759
26.	Uttar Pradesh	166,152	143,885	22,267
27.	Uttarakhand	21,389	17,443	3,946
28.	West Bengal	88,377	70,370	13,007
29.	A&N Islands	2,902	2,647	255
30.	Chandigarh	4,628	4,308	320
31.	D&N Haveli	204	179	25
32.	Daman & Diu	246	217	29
33.	Delhi	67,420	79,450	12,030
34.	Lakshadweep	349	295	54
35.	Puducherry	3,083	2,418	665
	All India	**1,746,215**	**1,478,888**	**267,327**

Appendix-B
Number of Ex Servicemen in India[22]

Sl.No.	State	Number of Ex-Servicemen
1.	Andhra Pradesh	72801
2.	Arunachal Pradesh	1148
3.	Assam	42722
4.	Bihar	106997
5.	Chandigarh	375
6.	Chhattisgarh	1677
7.	Dadra Nagar Haveli	8
8.	Delhi	16887
9.	Goa Daman & Diu	424
10.	Gujarat	24433
11.	Haryana	217528
12.	Himachal Pradesh	110508
13.	Jammu & Kashmir	95282
14.	Jharkhand	11692
15.	Karnataka	65448
16.	Kerala	138114
17.	Madhya Pradesh	52596
18.	Maharashtra	170431
19.	Manipur	7656
20.	Meghalaya	3041
21.	Mizoram	3723
22.	Nagaland	4677
23.	Orissa	34342
24.	Pondicherry	1153
25.	Andaman & Nicobar	823
26.	Lakshadweep	47
27.	Punjab	306743
28.	Rajasthan	167175
29.	Sikkim	911
30.	Tamil Nadu	129718

31.	Tripura	2257
32.	Uttar Pradesh	300643
33.	Uttarakhand	98326
34.	West Bengal	70399
	Total	**2260705**

Notes:

1. The overall strength of personnel in the security sector is estimated at over 7 million private security, 2.5 million plus police and 1.1 million armed forces. The budget is a conservative estimate of manpower related spending in the security sector.

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12. The Private Security Agencies (Regulation) Act, 2005 specifies responsibility of private security agencies to provide training to security guards, however, specific standards have not been laid down thereby providing scope for differential interpretation.

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17. Prashant, Pravin see Note. 7.

18. Ibid.

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