CHAPTER THREE

PERSONNEL MANAGEMENT IN TIRUMALA TIRUPATI DEVASTHANAMS
In this chapter, an earnest attempt is made to discuss various facets of Personnel Management in Tirumala Tirupati Devasthanams. A factual analysis of various aspects of the Personnel Management in Tirumala Tirupati Devasthanams is provided. A detailed discussion on various aspects of Personnel Management like manpower planning & management, recruitment, induction or orientation programmes, placement, job evaluation, wage & salary administration, promotions, transfers, employees welfare programmes, employee training programmes, code of discipline, employee participation in management, performance appraisal, communication system and channels, disciplinary action, leave rules, pension rules, etc., is made in this chapter.

Tirumala Tirupati Devasthanams is one of the major public religious institutions in India, employing about 6,300 staff members, and paying an annual salary bill of Rs.756.36 lakhs. As stated already, Tirumala Tirupati Devasthanams is engaged in multifarious activities and employs a variety of persons, with a great divergence in their skills, abilities, academic, professional and technical qualifications, knowledge, expertise, understanding, proficiency and traditional, conventional and modern education and training drawn from
varied sources of manpower. To manage all these large number of persons, drawn from varied walks of life and equipped with divergent qualifications, experience, and training, in an effective manner is indeed a stupendous task. Hence, personnel management in Tirumala Tirupati Devasthanams is an important problem facing the top level administration of this religious institution. Personnel management in Tirumala Tirupati Devasthanams has to take into consideration not only the needs of modern management of personnel, but also honouring the age old conventions, traditions, rituals, etc., in the temples. In fact, there is an odd mix of the characteristic features of modern as well as classical organisational structures in Tirumala Tirupati Devasthanams organisation. As stated already all these 6,300 employees of Tirumala Tirupati Devasthanams are spread among 35 institutions/departments/sections, etc.

Management of all these personnel spread over more than 35 institutions/departments/sections discharging varied responsibilities, is really a great task. It will be really amusing, if not surprising to know that there is no personnel management department and personnel officer to manage all these more than six thousand employees in the Tirumala Tirupati
Devasthanams organisation. What is done so far, for managing these personnel is only a semblance of personnel management and this task has been entrusted to the establishment section in the administration wing of the Tirumala Tirupati Devasthanams. It is only with a view to conduct an indepth study of the various problems facing in the sphere of managing all these personnel (personnel management) and suggest feasible ways and means to improve the personnel management in Tirumala Tirupati Devasthanams, that this research study has been undertaken.

An earnest attempt has been made in this chapter to study the various aspects of personnel management in Tirumala Tirupati Devasthanams in greater detail. The following are the important aspects of personnel management in Tirumala Tirupati Devasthanams, a detailed discussions of which will be found in this chapter.

**Hereditary Services - Mirasidars**

Mirasidars are those persons who are engaged in Tirumala Tirupati Devasthanams for performing purely spiritual and religious services in the temple. They are not paid any regular salaries and wages. Strictly speaking, they are not the paid servants of the Tirumala Tirupati Devasthanams. They are not on the pay rolls of the Tirumala Tirupati Devasthanams. Their principal
sources of income are, share in the offerings made to the Lord during the performance of daily worship, and other occasions like festivals, ceremonies, etc. There are four heredity mirasidars in Tirumala Tirupati Devasthanams temple. These four mirasidars perform their duties by rotation for a period of one year each.

Archakas

All the archakas in Tirumala Tirupati Devasthanams may be broadly classified under two categories:

i) Paid archakas.

ii) Heredity archakas, who are not on the regular pay rolls of the Tirumala Tirupati Devasthanams establishment. They receive their remuneration for the services rendered by them in the temple, in the shape of shares in the offerings made to Lord Venkateswara and other temples in Tirumala Tirupati Devasthanams.

The qualification prescribed for the post of Archaka is a Certificate of proficiency in 'Archakatvam' or Diploma obtained from Veda Patasala run by the Tirumala Tirupati Devasthanams or any other Certificate or Diploma equivalent, recognised by the Tirumala Tirupati Devasthanams management committee. The following temples

1. The Tirumala Tirupati Devasthanams Act No.20 of 1979, Chapter I, Clause II(A).
are manned by nonheredity archakas:

1) Sri Kalyana Venkateswara Swamy Temple at Sreenivasan Mangapuram.

2) Sri Sundaraja Swamy Temple at Tiruchanoor.

3) Sri Parthasarathy Temple and Sri Venkateswara Swamy Temple situated in the premises of Sri Govindaraja Swamy Temple, Tirupati.

Constitutional and Legal Frame Work of Personnel Management in T.T.D

All policies connected with personnel management in Tirumala Tirupati Devasthanams (such as recruitment, selection, promotion, transfer, suspension, dismissal, determining the remuneration payable to employees, etc.) are regulated in terms of the various provisions laid down in the Statutes of Government of Andhra Pradesh as well as a number of Government Orders issued from time to time. All the employees in Tirumala Tirupati Devasthanams Organisation are classified into several cadres, ranks, etc., and the pay scales, duties, responsibilities, authority, power, etc., attached to each cadre/rank, etc., are clearly laid down in a number of office orders issued from time to time. These office orders reflect the instructions issued by the Andhra Pradesh State Government from time to time through a number of orders as well as Acts, By-Laws to Acts and
amendments made to these Acts, from time to time. The classification, conduct and control of the various employees appointed in Tirumala Tirupati Devasthanams are governed by Andhra Pradesh Civil Services (Classification, Control and Appeal) Rules. The Code of Conduct prescribed for the employees in Tirumala Tirupati Devasthanams is also governed by Andhra Pradesh Civil Servants (Conduct) Rules. All matters connected with appointment, probation, confirmation, promotion, incentives, punishments, disciplinary action against the erring employees, maintenance of official secrets and penalties for violation of the Code of Conduct prescribed for the employees in this regard are dealt with in accordance with the various provisions laid down in:

1) Andhra Pradesh State & Subordinate Rules
2) Andhra Pradesh Services (Disciplinary Proceedings Tribunal) Rules.
3) Andhra Pradesh Civil Services (Safeguarding of National Security) Rules.
4) Andhra Pradesh Civil Services (Classification, Control and Appeal) Rules.

5) Andhra Pradesh Civil Services (Conduct) Rules. 6
6) Andhra Pradesh Ministerial Service Rules. 7
7) Andhra Pradesh Last Grade Service Rules. 8
8) Andhra Pradesh Civil Services (Recognition of Service Associations) Rules. 9

and also a number of Government Orders issued from time to time by Andhra Pradesh State Government.

Now we shall take up a detailed study of the various aspects of personnel management in Tirumala Tirupati Devasthanams:

MANPOWER PLANNING, ORGANISATION & DEVELOPMENT

Manpower planning and human resource planning is a synonymous.

"Human resources or manpower planning is a process by which a management determines how an organisation should move from its current manpower position to decide manpower position. Through planning, a management strives to have right number and right kinds of people at right places at the right time to do the things

which result in both the organisation and the individual receiving the long range benefits. In an organisation of any complexity like Tirumala Tirupati Devasthanams manpower planning must be systematic to ensure continuous and proper staffing.

Manpower planning must also be responsive to rapidly changing forces in society including technical innovations, manpower availability, skill levels, governmental rulings and court decisions, growing out of federal and state civil rights legislation.

Since the greatest competitive advantage of any organisation depends on the quality of its human resource and the effectiveness with which they are deployed, acquisition of adequate and appropriate kind of human resources is perhaps the most crucial complex and perpetual task of management of any enterprise, and Tirumala Tirupati Devasthanams is not exception. The performance of this task involves manpower planning which has implications for the entire management systems, policies, programmes, practices and procedures. Plans

must be implemented in all sub-systems from recruiting, selecting, training and developing to provide effective incentives.\textsuperscript{12} Obviously absence of manpower planning will reflect in all the sub-systems.

There is no separate department known as, "Manpower Planning, Organisation and Development Department" in Tirumala Tirupati Devasthanams. The establishment section in Tirumala Tirupati Devasthanams looks after all the matters relating to manpower planning based on the proposals of the Heads of Departments/Institutions/Sections, etc. All the Heads of Departments etc., are called upon at periodical intervals to intimate their manpower needs i.e., vacancies to be filled up, the qualifications, experience, etc., required for the candidates to be recruited against the notified vacancies. The Deputy Executive Officer (Services) examines all the proposals received from various Heads of Departments/Institutions etc. The Deputy Executive Officer will forward all these proposals enclosing his opinion to the Joint Executive Officer. The Joint Executive Officer, in his turn, will retransmit these proposals to the Executive Officer for final approval. Legal opinion is also sought whenever necessary in

respect of these proposals from the "Devasthanam Law Officer". Then the Executive Officer places all these proposals (of course, after necessary sanction, etc.) before the Management Committee of the Tirumala Tirupati Devasthanams for final decision. As per the provisions laid down in G.O.Ms.No.925, Revenue (Endt.III) dated 18-6-1983, under Article 63(a) of the Andhra Pradesh Financial Code Vol.I, the Management Committee should obtain prior sanction of the Government of Andhra Pradesh for creation of any extra post in the Tirumala Tirupati Devasthanams establishment.

The absence of a separate department for manpower planning, organisation and development in Tirumala Tirupati Devasthanams is a serious deficiency in the organisational structure of personnel management in Tirumala Tirupati Devasthanams. What is done now in the name of manpower planning organisation and development is only a semblance of what is expected in this sphere.

RECRUITMENT

It is now well settled that the relationship of master and servant exists between Tirumala Tirupati Devasthanams management and its employees. Ordinarily, a master is free to choose his servant and this right of the master is unfettered. The same principle holds
good in respect of the Tirumala Tirupati Devasthanams also.

Recruitment is one of the most important functions of personnel administration in any organization. It is a process of searching for prospective employees, stimulating and encouraging them to apply for jobs.

The policy of recruitment followed in Tirumala Tirupati Devasthanams is based upon the recruitment policy adopted in the G.O.Ms.No.1350, Revenue (End.II) dated 2-8-1978 of Government of Andhra Pradesh known as "Tirumala Tirupati Devasthanams office holders and servants (other than hereditary office holders) Recruitment Rules 1978". These rules were enforced with effect from August 1978. The details of educational qualifications to be followed in the matter of recruitment by Tirumala Tirupati Devasthanams are furnished in the charts No.3.1

This Government Order was issued in exercise of the powers conferred under Section 107 read with sub-section (5) of Section 31 and Section 88 of the Andhra Pradesh Charitable and Hindu Religious Institutions and Endowments Act 1966 (Andhra Pradesh Act No.17 of 1966) and in supersession of the rules issued in G.O.Ms.No.295 (Rural Welfare Department) dated 27-2-1953 of Government of Madras, as subsequently amended.
<table>
<thead>
<tr>
<th>ABLE TO READ &amp; WRITE</th>
<th>VIII CLASS</th>
<th>PROFESSIONAL DEGREE</th>
<th>TECHNICAL QUALIFICATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class-IV students</td>
<td>Record Assts.</td>
<td>Marketing Officer</td>
<td>Supervisor</td>
</tr>
<tr>
<td>Asst.Gasman</td>
<td>Lab.Attendees</td>
<td>Proof Readers</td>
<td>Draftsman</td>
</tr>
<tr>
<td>Drivers</td>
<td>Driving Instructors</td>
<td>Career Officer</td>
<td>Tracer</td>
</tr>
<tr>
<td>Cleaners</td>
<td>Machine Minder</td>
<td>Mono Type Key</td>
<td>Blue Print Operator</td>
</tr>
<tr>
<td>Cooks</td>
<td>Machineman</td>
<td>Board Operator</td>
<td>Surveyor</td>
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<tr>
<td>Asst.Cooks</td>
<td>Compositor</td>
<td>Computer</td>
<td>Work Inspectors</td>
</tr>
<tr>
<td>Servers</td>
<td>Monocaster</td>
<td>Copycolder</td>
<td>Carpenter</td>
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<tr>
<td>Menials</td>
<td>Binder</td>
<td>Matron</td>
<td>Stenography</td>
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<tr>
<td></td>
<td>Metal Caster</td>
<td>Instructor in Arts.</td>
<td>Writer</td>
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<tr>
<td>Class-IX students</td>
<td>LD Clerks</td>
<td>Law Officer</td>
<td>Asst.Fireman</td>
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<td></td>
<td>Shroff cadre</td>
<td>Proof Readers</td>
<td>Mechanic</td>
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<td></td>
<td>Proof correctors</td>
<td>Career Officer</td>
<td>Electrician</td>
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<tr>
<td></td>
<td>Mono Type Key</td>
<td>High School</td>
<td>Operator</td>
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<td></td>
<td>Board Operator</td>
<td>Librarian</td>
<td>Fitter</td>
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<tr>
<td></td>
<td>Computer</td>
<td>Librarian</td>
<td>Asst.Fitter</td>
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<tr>
<td></td>
<td>Copycorder</td>
<td>Assistant</td>
<td>Pharmacist</td>
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<tr>
<td></td>
<td>Artist</td>
<td>Librarian</td>
<td>Nurse</td>
</tr>
<tr>
<td></td>
<td>Matron</td>
<td>High School</td>
<td>Auxiliary Nurse</td>
</tr>
<tr>
<td></td>
<td>Instructor in Arts.</td>
<td>Teachers</td>
<td>Sanitary Inspector</td>
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<td></td>
<td>Darkroom</td>
<td>Teachers</td>
<td>Lab. Assistant</td>
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<td></td>
<td>Assistant</td>
<td>Teachers</td>
<td>Lab Technician</td>
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<tr>
<td></td>
<td></td>
<td>Teachers</td>
<td>Artisan</td>
</tr>
</tbody>
</table>

Proper care is also taken to follow all the constitutional provisions, directives, principles, etc., in the matter of conferring special privileges on the economically and socially backward communities while resorting to recruitment process in Tirumala Tirupati Devasthanams.\footnote{13 & 14}

The recruitment rules referred to above include the guidelines to be followed in the matter of mode of recruitment, nature and classification of services, the pay scales attached, the qualifications, experience etc., required and the mode of tests to be conducted for purpose of recruitment, etc.

The following are the important methods of recruitment in Tirumala Tirupati Devasthanams:

1. Direct Recruitment.
2. Recruitment Through Promotions.

**Direct Recruitment**

The Tirumala Tirupati Devasthanams administrative mechanism being very complicated and vast requiring a large number of people with varied qualifications.

\footnote{13. Article 16(1) of the Constitution of India.}
\footnote{14. Article 16(4) and 335 of Constitution of India.}
to man it, the securing of suitable personnel is not an easy task. Therefore, Tirumala Tirupati Devasthanams management, for the purpose of direct recruitment holds written tests. The object of written tests is for testing the capacity of the candidates and just to have an idea whether a particular candidate is fit for the proposed appointment or not.

In Tirumala Tirupati Devasthanams with regard to direct recruitment, two methods are followed:

1) Through Advertisement
2) Through Employment Exchange

1) **Through Advertisement:** Whenever Tirumala Tirupati Devasthanams plans to recruit any employees by direct recruitment it advertises in all leading newspapers and also conducts written tests. The announcement will be made in all leading newspapers about (a) the qualifications required for the candidates for the written test; (b) the conditions of admission to examination like, age, religion, caste, etc.,; and (c) the subjects, schemes or syllabi of the examination and the exact or approximate number of vacancies to be filled up from among the candidates through examination.

After the stipulated time for the receipt of applications for the posts advertised in Tirumala Tirupati Devasthanams is over, all the applications so
received will be processed in establishment section (general) if they pertain to non-technical posts and all the applications pertaining to technical posts will be processed by establishment section (technical). A list of candidates eligible for the written examination will be prepared. The Deputy Executive Officer (Services) will inform all the eligible candidates about the date, time and place of examination. The answer scripts of written examination are sent to outside independent experts on the subject for valuation. After obtaining the marks statements from the examiners, a list of eligible specified number of candidates selected on the basis of their performance in the written test to be called for interview will be prepared.

The Executive Officer in consultation with the Deputy Executive Officer (Services) determines the interview date and the same will be intimated to the eligible candidates.

A duly constituted selection committee consisting of the Executive Officer as the Chairman and some independent expert members will conduct the interviews and prepare a final list of candidates selected for appointment.
2) **Through Employment Exchange** Another channel of direct recruitment to different posts in Tirumala Tirupati Devasthanams is through employment exchanges. Under Section 4(1) of the Employment Exchanges (Compulsory Notification of the Vacancies) Act 1959, every vacancy arising in certain posts has to be notified to the Employment Exchange.\(^{15}\)

Tirumala Tirupati Devasthanams notifies the number of vacancies to be filled up in different cadres/Departments, etc., to the employment exchanges. The employment exchanges will sponsor some candidates for different posts to be filled up. The Tirumala Tirupati Devasthanams authorities will conduct interviews with the help of duly constituted selection committee and finalise the list of selected candidates from among the candidates sponsored by the employment exchanges. All employees belonging to Class IV are selected for appointment only through employment exchanges.

The other method of recruitment is by way of promotion, which is discussed hereunder:

Some post are filled in purely by way of promotions, for example, Head-Shroff, U.D.C. Superintendents, Peishkars are recruited only by way of promotion i.e.,

promoting senior Shroffs as Head Shroffs, L.D.C. as U.D.C. and U.D.C. as Superintendent, and Superintendent as Peishkar and so on. But for such promotions, candidates should pass the departmental tests, prescribed by the Tirumala Tirupati Devasthanams management.

Recruitment Through Deputation from Andhra Pradesh Government

This is another method of recruitment in Tirumala Tirupati Devasthanams service. All important posts like Executive Officer, Joint Executive Officer, Deputy Executive Officer (Services), Chief Engineer, Security Officer, etc. are filled up only through deputation from the Andhra Pradesh State Government (the details are shown in Chart No. 3.2.

After selection of the suitable candidates, they are provided with orders of appointment along with all information relating to terms and conditions of services, different certificates, testimonials, etc., to be furnished. After a candidate submits all the required certificates along with his letter of acceptance, he is placed in the post for which he has been selected.

Under Rule 12 of the General Rules of Recruitment, no person shall be appointed in Tirumala Tirupati Devasthanams service unless he satisfies (a) that his character and antecedents are such as to qualify him
### Chart Showing the Method of Recruitment in Tirumala Tirupati Devasthanams

**Method of Recruitment**

<table>
<thead>
<tr>
<th>By Promotion</th>
<th>By Direct Recruitment &amp; By Promotion</th>
<th>By Direct &amp; By Loan of Service</th>
<th>By Promotion</th>
<th>By Loan of Service</th>
<th>By Deputation From Government of Andhra Pradesh</th>
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<tbody>
<tr>
<td>Superintendent</td>
<td>Monotype Key Board Operator</td>
<td>Accounts Officer</td>
<td>Peishkar cadre</td>
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<td>Clerk</td>
<td>Imperson</td>
<td>Public Relation officer</td>
<td>Supdt. Engineer</td>
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<tr>
<td>Clerk</td>
<td>Farm Manager (Ag)</td>
<td>Law Officer</td>
<td>Executive Engineer</td>
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<td>Clerk</td>
<td>Fieldman (Ag)</td>
<td>Asst. Engineer</td>
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<td>Clerk</td>
<td>Garden Supdt.</td>
<td>Asst. Engineer</td>
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<td>Clerk</td>
<td>Field Asst.</td>
<td>Asst. Engineer</td>
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<td>Clerk</td>
<td>Farm Manager</td>
<td>Asst. Engineer</td>
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<td>Clerk</td>
<td>Spl. Malam Staff</td>
<td>Medical Officer</td>
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<td>Clerk</td>
<td>Gr. I, Draughtsman Head Cook</td>
<td>Transport Officer</td>
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<tr>
<td>Clerk</td>
<td>Gr. II, Cooks</td>
<td>Radio Engineer</td>
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<tr>
<td>Clerk</td>
<td>Draughtsman Gr.II</td>
<td>Asst. Vigilance Officer</td>
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<tr>
<td>Clerk</td>
<td>Servers</td>
<td>Guard Officer</td>
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<td>Clerk</td>
<td>Cleaners</td>
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<td>Clerk</td>
<td>Technician</td>
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<td>Clerk</td>
<td>Asst. Tech.</td>
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<td>Clerk</td>
<td>Photographer</td>
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<td>Clerk</td>
<td>Ass'n. Photographer</td>
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<td>Clerk</td>
<td>Electrician</td>
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<td>Clerk</td>
<td>Head Gorakhnath</td>
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<td>Clerk</td>
<td>Operator, Plumber</td>
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<td>Clerk</td>
<td>Vigilance Officer</td>
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<td>Clerk</td>
<td>Asst. Fitter</td>
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<td>Clerk</td>
<td>Garvan</td>
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<td>Clerk</td>
<td>Pump Driver</td>
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<td>Clerk</td>
<td>Librarian</td>
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<td>Clerk</td>
<td>Sr. Med. Officer</td>
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<td>Clerk</td>
<td>Munir Keeper</td>
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<td>Clerk</td>
<td>Nurse</td>
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<td>Clerk</td>
<td>Heather Keeper</td>
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<td>Clerk</td>
<td>Auxiliary Nurse</td>
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<td>Clerk</td>
<td>Master sculpture</td>
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<td>Clerk</td>
<td>Mechanic</td>
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<td>Clerk</td>
<td>Instructor</td>
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<td>Clerk</td>
<td>Mechanical</td>
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<td>Clerk</td>
<td>Artisan</td>
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<td>Clerk</td>
<td>Electrician</td>
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<tr>
<td>Clerk</td>
<td>Driver</td>
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<td>Clerk</td>
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<td>Proof Reader</td>
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<td>Proof Correctors</td>
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<tr>
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<td>Composer</td>
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<tr>
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<td>Monocotesters</td>
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</tr>
<tr>
<td>Clerk</td>
<td>Binder</td>
<td></td>
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</tbody>
</table>

**Source:** TTD Servants Recruitment Rules, G.O.Ms.NO.1350, Rev.(End.3-1) Dated:

2-8-1978
for Tirumala Tirupati Devasthanams service; and (b) that he has completed the age of 18 years for being appointed to Tirumala Tirupati Devasthanams service. The maximum age limit varies from post to post (the details of maximum age limit for different posts in Tirumala Tirupati Devasthanams are given in Chart No.3.3.

Minors (persons below the age of 18) are not appointed in Tirumala Tirupati Devasthanams. An exception to this rule is made in the case of appointment of spouse of the deceased employee on compassionate grounds.

After due verification of all the certificates and appointment order issued by Tirumala Tirupati Devasthanams management, the selected candidates have to furnish a bond on stamped paper of Rs.5 assuring the Tirumala Tirupati Devasthanams management that they would serve Tirumala Tirupati Devasthanams for at least a period of five years.

It is only then that selected candidates will actually join the job for which an appointment order was issued to them. Every employee in Tirumala Tirupati Devasthanams will be required to undergo a probation of two years. Seniority of different candidates joining in different posts is determined normally on the basis
CHART NO. 3.3

CHART SHOWING THE MAXIMUM AGE PARTICULARS FOR DIFFERENT POSTS IN TIRUMALA TIRUPATI DEVASTHANAMS

MAXIMUM AGE

<table>
<thead>
<tr>
<th>45 YEARS</th>
<th>40 YEARS</th>
<th>35 YEARS</th>
<th>30 YEARS</th>
<th>28 YEARS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Accounts Officer</td>
<td>Marketing Officer</td>
<td>Accounts Officer</td>
<td>Lab. Assistants</td>
<td>Artist</td>
</tr>
<tr>
<td>Jewellery Appraiser</td>
<td>Welfare Officer</td>
<td>Paricharika-cum</td>
<td>Field Assistants</td>
<td>Tailoring Instructor</td>
</tr>
<tr>
<td>Menials (Sweepers, etc, irrespective of pay scales)</td>
<td>Public Relations Officer</td>
<td>Swayampak</td>
<td>Lab. Attenders</td>
<td>Servers and suppliers</td>
</tr>
<tr>
<td>Vedaparayanandam and Mahayasams</td>
<td>Law Officer</td>
<td>Paricharika (Ord.)</td>
<td>Transport Engineer</td>
<td>Grinders</td>
</tr>
<tr>
<td>Work Inspectors</td>
<td>Foreman</td>
<td>Vahanam Bearers (Class IV servants inclusive of umbrella holders and Pedestrians)</td>
<td>Depot Manager</td>
<td>Radiographer</td>
</tr>
<tr>
<td>Stibapathy</td>
<td>Head Computer</td>
<td>and charcoal cleaners)</td>
<td>Purchase Officer</td>
<td>Technician</td>
</tr>
<tr>
<td>Editor</td>
<td>Compositor Gr.I</td>
<td>Asst. Engineer</td>
<td>Store Officer</td>
<td>Asst. Tech. Gr.I</td>
</tr>
<tr>
<td>Canteen Officer</td>
<td>Binder Gr.I</td>
<td>Jr. Engineer</td>
<td>Store Keeper</td>
<td>Operators</td>
</tr>
<tr>
<td>Head Cook</td>
<td>Ruling Operator Folder</td>
<td>Supervisor</td>
<td>Mechanic</td>
<td>Asst. Tech. Gr.I</td>
</tr>
<tr>
<td>Master Sculpture- cum- Superintendent</td>
<td>Mono Type Key Board Operator</td>
<td>Draughtsman</td>
<td>Artisan</td>
<td>&amp; Tech. at</td>
</tr>
<tr>
<td>Instructor in Sculpture</td>
<td>Copy Holder</td>
<td>Special Gr.I</td>
<td>Cleaners cadre (Hammerman, Tyremetc.)</td>
<td>Narayananwaram</td>
</tr>
<tr>
<td>Nadaswaram, Dolu, Sannadolu, Sruhti, Gorgollu, Tiruchanurallu</td>
<td>Metal Castor</td>
<td>Draughtsman Gr.I</td>
<td>Drivers (including Field</td>
<td>Helper</td>
</tr>
<tr>
<td></td>
<td>Master</td>
<td>Draughtsman Gr.II</td>
<td>Filler: Drivers</td>
<td>Photographer</td>
</tr>
<tr>
<td></td>
<td>Carpenters</td>
<td>Tracer</td>
<td>Manager</td>
<td>Asst. Photographet</td>
</tr>
<tr>
<td></td>
<td>Surveyors</td>
<td>Blue Print Operators</td>
<td>Proof Readers</td>
<td>Mechanic in</td>
</tr>
<tr>
<td></td>
<td>Carpenter</td>
<td>Jr. Engineer (Ele)</td>
<td>Proof correctors</td>
<td>Engineering dept.</td>
</tr>
<tr>
<td></td>
<td>Supervisor</td>
<td>Wireman</td>
<td>Civil engineer</td>
<td>(Colleges)</td>
</tr>
<tr>
<td></td>
<td>Asst. Wireman</td>
<td>Helpers including those in water works</td>
<td>Mahiman Gr.I</td>
<td>Asst. Samnan</td>
</tr>
<tr>
<td></td>
<td>Carpenters</td>
<td>and other depots.</td>
<td>Mahiman Gr.II</td>
<td>Surjanasaubkarah</td>
</tr>
<tr>
<td></td>
<td>Electricians</td>
<td>Mechanic</td>
<td>Mahiman: Gr.III</td>
<td>Mechanic</td>
</tr>
<tr>
<td></td>
<td>Operator, Plumber</td>
<td>essors in charge of</td>
<td>Carpenter: Gr.II</td>
<td>(Psychology Dept.)</td>
</tr>
<tr>
<td></td>
<td>Electricians</td>
<td>such apparatus</td>
<td>Binder: Gr.11</td>
<td>Skilled Asst.</td>
</tr>
<tr>
<td></td>
<td>Operator, Plumber</td>
<td>such apparatus</td>
<td>Ruling Feeder</td>
<td>Physiotherapist</td>
</tr>
<tr>
<td></td>
<td>Medical Officer</td>
<td>such apparatus</td>
<td>Ruling Receiver</td>
<td>Shoemaker</td>
</tr>
<tr>
<td></td>
<td>Assistant Medical Officer</td>
<td>such apparatus</td>
<td>Carpentry &amp; Joinery</td>
<td>Carpenter Master</td>
</tr>
<tr>
<td></td>
<td>Health Officer</td>
<td>such apparatus</td>
<td>Carpentry &amp; Joinery</td>
<td>Weaving Master</td>
</tr>
<tr>
<td></td>
<td>Nurse</td>
<td>such apparatus</td>
<td>Carpentry &amp; Joinery</td>
<td>Farm Manager (Vet.</td>
</tr>
<tr>
<td></td>
<td>Auxiliary Nurse</td>
<td>such apparatus</td>
<td>Carpentry &amp; Joinery</td>
<td>Farm Manager (Agril</td>
</tr>
<tr>
<td></td>
<td>Midwives</td>
<td>such apparatus</td>
<td>Carpentry &amp; Joinery</td>
<td>Farm Manager (Agril</td>
</tr>
<tr>
<td></td>
<td>Sanitary Inspectors</td>
<td>such apparatus</td>
<td>Carpentry &amp; Joinery</td>
<td>Farm Manager (Agril</td>
</tr>
</tbody>
</table>

SOURCE: TTD Servants Recruitment Rules, G.C. No.1350, Rev. (End.3-1) Dated: 2-8-1978
of panel seniority (the order in which the selected list of candidates is prepared).

**Miscellaneous:** The Tirumala Tirupati Devasthanams management recruits the inmates of Bala Mandir (an orphange run by Tirumala Tirupati Devasthanams management). The inmates of Bala Mandir need not appear for written test and need not be sponsored by employment exchanges. After the completion of specified courses, the inmates of Bala Mandir are absorbed in Tirumala Tirupati Devasthanams service without insisting upon the fulfilment of various rules, regulations, formalities, and procedures, etc., prescribed for the same. The exact nature of jobs offered to them will depend upon their qualifications, age and physical fitness, etc.

All matters relating to services, appointments, promotions, transfers, regulation of condition of service, termination, discharge, dismissal, suspension, determination of remuneration for different posts, etc., are looked after by Establishment Section I & II working under the direct control and supervision of Deputy Executive Officer (Services).

**INDUCTION OR ORIENTATION PROGRAMMES**

There is no specific induction/orientation programmes in Tirumala Tirupati Devasthanams. Normally the senior employee in the section or superior officer will explain
the nature of the job and duties expected from the new incumbent, to the new recruits. A newly recruited L.D.C. is normally guided by the U.D.C. or the Superintendent. He will be provided with all the needed information relating to the nature of job and guide him whenever any assistance is sought from the immediate superior.

PLACEMENT

In Tirumala Tirupati Devasthanams, there is no particular procedure for placement of employees. The administration of the Tirumala Tirupati Devasthanams is broadly divided into two categories:

1) Administration staff, employed in the ministerial wings;
2) Executive staff, employed in the choultries, temples, guest houses, etc.

The nature of work assigned to these two types of administrative staff is totally different, as the employees in the administrative line are confined to the desk work and look after all matters of administration. Whereas the employees engaged in the executive line deal with all matters relating to pilgrims and their needs, like orderly darshan of Lord, accommodation, food, sanitation, security and so on.
As stated already, no specific procedures and principles of placement are adopted in Tirumala Tirupati Devasthanams. The services of employees engaged in administrative wings (Ministerial Wing) and the Executive Wings (Non-Ministerial Wing) are interchangeable.

**JOB EVALUATION**

There are no programmes of job evaluation adopted in Tirumala Tirupati Devasthanams. The remuneration payable for different jobs and the grades/ranks/cadres attached to different jobs are determined not on the basis of any scientific or universally accepted job evaluation programmes in Tirumala Tirupati Devasthanams. Employees posted in different jobs in the temples, guest houses, choultries, queue complex, reception office at Tirumala are paid an extra allowance of 10 per cent on their basic pay, as "Hill Allowance". This incentive wage payment (Hill Allowance) is made to non-supervisory staff posted at Tirumala. The employees posted in Ministerial Wings at Tirupati work during the normal office hours of 10 a.m. to 5 p.m. whereas those employees posted in different non-ministerial jobs at Tirumala work round the clock, of course, through a shift system. It is only after taking into consideration the arduous nature of their jobs, these people at Tirumala working in non-ministerial jobs are paid Hill Allowance of 10 per cent of their basic pay.
WAGE AND SALARY ADMINISTRATION

The pay of civil service is the most sensitive area of personnel management. Perhaps, no other service matter in modern times has caused so much ill-feeling between the employer and the employees as determination of pay. The art of management therefore lies not only in avoiding friction, but also in infusing confidence among the employees in the settlement of pay and service conditions.

Generally, pay is defined as a due for service done. But, pay in the area of personnel administration has taken on a specific meaning. As defined by the Civil Service Rules of Andhra Pradesh, it is the amount drawn monthly by the employees of the T.T.D. for the post held by them.¹⁶

Pay in personnel management serves as a basic factor to attract not only suitable talents of requisite standard but also continue to influence their standard, efficiency and integrity throughout their career. In fact, it acts as a stimulus to efficiency and strengthens resistance to temptation. It plays a major role in shaping the socio-economic life of civil servants. Its importance in modern times can

¹⁶. As per these rules, pay in its wider context includes basic pay, technical pay, special pay and personal pay. In addition to the pay, the rules allow other compensatory allowances like dearness allowance, city compensatory allowance, travelling allowance.
be understood from the appointment of several committees and commissions for recommending suitable pay scales and structure etc.

The Tirumala Tirupati Devasthanams implements the pay scales of Andhra Pradesh Government, to its employees. Whenever the Andhra Pradesh Government revises the pay scales to its employees, Tirumala Tirupati Devasthanams also extends the benefit of the revised pay scales to its employees.

The following is the procedure adopted for the administration of salaries and wages in Tirumala Tirupati Devasthanams:

1. In every section/department/institution, wage and salary bill for the entire staff in that section/department/institution concerned will be prepared and duly approved and signed by the section officer/department head/head of the institution concerned.

2. These salary/wage bills by the section head/institution head will be duly sent to the pre-audit section for verification, approval and onward transmission to accounts section in Tirumala Tirupati Devasthanams.

3. There will be thorough verification of all the claims made in the salary/wage bills of different sections/departments/institutions, etc., and the bills
are passed for payment. Cheques are issued for the amounts of salary and wage bill claims of different sections/institutions, etc., to the respective drawing officers.

4. These drawing officers of different sections/institutions (salary and wage disbursing officer) after receiving the cheques from the accounts section send them to the banks concerned for crediting the accounts of employees concerned with the amounts of salaries/wages etc., drawn.

5. The following statutory and non-statutory deductions are made from the wages and salaries payable to different employees and the net amounts are only credited in their respective accounts:

(a) Statutory deductions.

(b) Non-statutory deductions.

(a) Statutory Deductions:

i) Contribution towards General Provident Fund (G.P.F)

ii) Contribution towards Group Insurance Scheme.

iii) Any recovery from salary for the loss caused to Tirumala Tirupati Devasthanams by the employee.

iv) Recovery of advance, like festival advance, etc.
v) Recovery of loan instalments, such as loans granted for the purchase of motor vehicles (scooters, cars, etc.), purchasing of ready built house, for construction of house, etc.

vi) Any excess salary paid by mistake, if any, in the past.

vii) Dues to Tirumala Tirupati Devasthanams consumer and other co-operative societies.

viii) Recovery of fine imposed by the management as a measure of disciplinary action.

ix) Deductions towards taxes like income tax, professional tax, etc.

x) Quarters rent, electric, water and fan charges, etc.

xi) Recoveries which are directed by court orders.

(b) Non-Statutory Deductions:

i) Life Insurance Corporation Premium.

ii) Loan instalment of Employees' Co-operative Bank.

iii) Any other deductions which the employees request the management to do.

PROMOTIONS

The promotion policies/principles/procedures followed in Tirumala Tirupati Devasthanams are based upon the guide lines incorporated in Andhra Pradesh State and Subordinate Service Rules.
A person who enters Tirumala Tirupati Devasthanams service in a junior cadre always aspires to go up the ladder and occupy higher positions. In fact, it is this aspiration to be promoted to higher positions that induces several Tirumala Tirupati Devasthanams servants show merit and ability in their official work. Promotion is, therefore, also an incentive.

There is a hierarchy of posts in Tirumala Tirupati Devasthanams and the qualifications, responsibilities and the pay attached to them increase with every step. As one works in a lower post and gains experience with constant touch and co-ordination with his next higher official, he has a considerable chance, or so at least the argument mins, to study and understand the work of his next superior and in course of time when opportunity arises becomes fit to occupy that higher post. So good work in a lower post in co-operation with his superiors is roughly the criterion for promotion, though in Tirumala Tirupati Devasthanams certain departmental tests are prescribed to qualify oneself for promotion. The question whether an employee in Tirumala Tirupati Devasthanams is entitled to promotion to a higher post depends on a number of factors. Some of them are:

(a) Seniority;
(b) Efficiency;
(c) Out turn of work;
(d) Rectitude of Conduct.
In Tirumala Tirupati Devasthanams for purposes of promotion, the posts are divided as 'selection' and 'non-selection' posts. Whether a particular post is a selection post or non-selection post is found in the special rules governing the particular post. The selection posts are generally posts which carry heavy responsibilities to shoulder, which highly meritorious personnel are called for with respect to such posts, the question of seniority is relegated to a secondary place. Though elaborate explanation of various criteria for filling selection posts are provided to the researcher by a number of officials and non-officials (Tirumala Tirupati Devasthanams Board Members) dealing with the problems of promotion in Tirumala Tirupati Devasthanams; what is observed by the researcher and substantially supported from the opinion survey he has conducted with the employees is, that these selection posts are also normally filled up by promotions based on seniority. Seniority of the claimants for these posts is not ignored ordinarily. This is a very pertinent point worth mentioning here.

Non-selection posts are those which carry normal responsibilities and persons of average efficiency are enough, with the result that much importance is

17. Rule 34 of Andhra Pradesh State and Subordinate Service Rules (General).
given to seniority, if the persons are otherwise qualified to hold these posts.

As has already been pointed out the suitability of a person for promotion to higher category cannot be judged merely by the length of service. Therefore, in cases where certain posts hold heavy responsibilities, it is usual in Tirumala Tirupati Devasthanams to promote persons to such posts by selection. Such posts are therefore called selection posts and promotion to these posts is made on the basis of merit-cum-seniority where the rule relating to promotion provides that promotion should be based on merit and ability alone, seniority being considered only where merit and ability are approximately equal. This rule is known as merit-cum-seniority formula. The reason for according top priority for merit and ability in the matter of promotions is because Tirumala Tirupati Devasthanams management is guided by the sole consideration of improving the efficiency, integrity and stability of Tirumala Tirupati Devasthanams employees. Once a person enters Tirumala Tirupati Devasthanams service, he has no right to be appointed to higher post only on the basis of his seniority if he does not possess any merit. Indeed, if

18. Rule 34(b)(1) of Andhra Pradesh State and Subordinate Service Rules (General).
promotions are on the basis of seniority alone then it will be difficult to promote efficiency in the services and there will be no inclination for any employee to improve his quality of work and levels of efficiency etc., because the Tirumala Tirupati Devasthanams servant would know that he would be promoted when his turn comes whether he deserves it or not, whether he improves his abilities or not. He would get into the highest post merely by virtue of his seniority. This is a highly undesirable and unwelcoming feature viewed from the angle of promotion of higher levels of efficiency and competence, etc.

Recognition of merit, by and large, will depend on considerations that cannot be put in a cut and dry formula. But it can be safely said that merit is a sum total of various qualities and activities of an employee such as academic qualifications, his distinction in the University, his character, integrity, devotion to duty and the manner of his dealings with his superior and subordinate officers and general public and the rank in his service.

A careful perusal of all the contents in a confidential report submitted by his immediate superior officer over the performance of a subordinate officer will indicate the merit of the employee concerned.
Appointing Authority Sole Judge of Merit

Among those qualified people who are eligible to hold a selection post, who is the meritorious person is a question left to the subjective satisfaction of the Tirumala Tirupati Devasthanams management.

The Tirumala Tirupati Devasthanams management follows the procedure given below for filling up of selection posts.

1. Interviews are held for filling of these posts and suitable candidates are picked up.

2. Performance at the interview, qualifications, (both academic and non-academic) experience, knowledge understanding of the job, leadership qualities and abilities, records of past service, such as confidential reports, etc., are all given due weightage at the time of judging the merit of the candidates for filling of the selection posts.

3. The recommendations made by the administrative reforms commission appointed by the State Government of Andhra Pradesh in 1964-65 will also be taken care of at the time of effecting promotions in Tirumala Tirupati Devasthanams.
4. As stated earlier, the Tirumala Tirupati Devasthanams management at the time of promoting its employees, scrupulously follows the rules laid down in Rule 34 of Andhra Pradesh State and Subordinate Service Rules (General) issued by the Government of Andhra Pradesh.

Promotions to Non-Selection Posts

Rule 34(b)(ii) of Andhra Pradesh State and Subordinate Service Rules (General), which is followed in total in Tirumala Tirupati Devasthanams, lays down that the promotions to non-selection posts shall be made in accordance with seniority unless: (a) the promotion of a member has been withheld as a penalty; or (b) a member is given special promotion for conspicuous merit and ability.

Promotions and Qualifications

In Tirumala Tirupati Devasthanams whether it is for a selection post or for a non-selection post, no employee can claim promotion as a matter of right. A person aspiring for promotion must pass all the required tests for the higher post.

Where seniors are not qualified at the time of promotion and qualified seniors are promoted, the seniors who subsequently get qualified cannot claim seniority over those promoted earlier.
Minimum Service in Lower Post

In Tirumala Tirupati Devasthanams, before considering an employee for promotion from a junior scale to senior scale, it is necessary that he would have worked in the lower post at least for some period of time.

Out-Station Postings

In Tirumala Tirupati Devasthanams, every employee due for promotion from U.D.C. cadre to Superintendent cadre should work outside Tirupati namely in information centres, institutions of Tirumala Tirupati Devasthanams situated at places other than Tirupati, at least for one year to qualify himself for promotion to Superintendent cadre from U.D.C. cadre.

Transfers

The Tirumala Tirupati Devasthanams employees are liable to be transferred from place to place, department to department, institution to institution, section to section. It is one of the conditions of service in Tirumala Tirupati Devasthanams. Transfers are effected in Tirumala Tirupati Devasthanams basing on the broad principles that have been laid down by Andhra Pradesh Government through its orders (Government Orders) issued from time to time.
In Tirumala Tirupati Devasthanams, employees are transferred on several grounds viz.,

1. Administrative grounds.
2. Transfers and disciplinary enquiries.
3. Transfer on request.
4. Transfer on the grounds of over-stay.
5. Where wife and husband are working in different places.
6. Transfer on grounds of punishment.
7. Transfer on promotion.
8. Transfer of corrupt employees from focal points.

Administrative Grounds

The Tirumala Tirupati Devasthanams have a huge net work of offices at Tirumala and Tirupati and also at different places (Tirumala Tirupati Devasthanams have information centres in all important towns and cities in India) and the need to transfer personnel from place to place arises for a number of reasons, placement of right persons in right jobs and also ensuring of a smooth and uninterrupted flow of work, necessitate transfers.

Transfer and Disciplinary Enquiries

In Tirumala Tirupati Devasthanams, transfers are effected whenever disciplinary proceedings are pending against any employee, if it is considered desirable that, an employee against whom disciplinary action is initiated should be shifted to some other place other than the place where the enquiry is conducted.

Transfer on Request

The Tirumala Tirupati Devasthanams employees have no right to say that they would serve only at a particular place. But in case the place at which they are stationed is unsuitable for them for reasons of health (for example, Tirumala is most unsuitable to persons suffering from Asthma as it is a very cool place and it is more problematic during the winter season), old age of parents, distance from native place, lack of educational facilities, etc., they may apply for a transfer and the management may consider their request.

Transfers are effected when persons due for retirement shortly, request the management to transfer them to places of their choice (generally persons who are due for retirement not at a distant future are posted near or to their native places). Request for
mutual transfers are also generally considered sympathetically. But if any employee is transferred on his own request no travelling allowance is paid to him by the Tirumala Tirupati Devasthanams management.

Transfer on Grounds of Overstay

In the normal course, every employee in Tirumala Tirupati Devasthanams is not allowed to work at a place for a period of more than three years. However, in public interest and on administrative grounds, certain exceptions are made to this rule (for example, transfer of an employee working in Sri Vari Temple).

Where Wife and Husband are Employees

Due to the growth of employment of women, specially in the field of education, cases of both husband and wife being employees of Tirumala Tirupati Devasthanams have become common. Needless to say that such employees want to serve at the same station (of course, they do not have any such statutory right). But it is now vastly recognised that posting them at separate places would result in the disruption of family life and the frequent absence of husband or wife as the case may be from their respective work places and proceeding on leave. Tirumala Tirupati Devasthanams therefore generally will not place wife and husband at different
places unless there is an exceptional need. Government of Andhra Pradesh have issued instructions that wife and husband should, as far as possible, be posted at the same place.²⁰

Transfer on Grounds of Punishment

In Tirumala Tirupati Devasthanams, an employee is transferred on the complaint of the superior officer as regards the work of an employee, his behaviour, etc. If an employee is transferred to some other post on the above said grounds, it is said to be punishment awarded to the employee and cannot be said to be an order passed as a pure administrative measure.

Transfer on Promotion

Whenever an employee gets a promotion and more so to the supervisory cadre, he is generally transferred to other section/department/institution. This is done in Tirumala Tirupati Devasthanams in case of every employee. Such transfers are made in the interest of Tirumala Tirupati Devasthanams administration.

²⁰ G.O.Ms.No.1992, Public (Services) Department, dated 12-10-1937.
Transfer of Corrupt Employees from Focal Points\textsuperscript{21} & \textsuperscript{22}

According to two memoranda issued by the Government of Andhra Pradesh, no employee is to be retained in the post listed as focal point for more than three years. Whenever allegations of corruptions and mal-practices are brought to the notice of Tirumala Tirupati Devasthanams management against the employees working in focal points, they will be shifted immediately by the management. This will be done even though the three years period of service of the individual employee in the post is not completed.

\textbf{EMPLOYEES' WELFARE PROGRAMMES}

There is a separate welfare department in Tirumala Tirupati Devasthanams. The Welfare Officer, is incharge of this department. He has the overall control over the administration of a number of welfare programmes undertaken by Tirumala Tirupati Devasthanams for the benefit of its employees. Tirumala Tirupati Devasthanam has evolved a number of welfare schemes for the benefit of its employees, for example, reimbursement of tuition and hostel fees paid by the employees' children, payment

\begin{itemize}
  \item \textsuperscript{21} Memorandum No.2016/66-3, General Administration (AC) Department, dated 12-12-1966.
  \item \textsuperscript{22} Memorandum No.1402/AC/72, General Administration (AC) Department, dated 20-9-1972.
\end{itemize}
of lumpsum grant towards the cost of books for the employees' children, Tirumala Tirupati Devasthanams Employees' Welfare Fund Scheme, allotment of house sites to employees, allotment of houses under hire purchase scheme to the employees, free medical aid and reimbursement of the medical expenses incurred by the employees, provision of accommodation to the employees, conducting cultural and recreational activities like games and sports every year, providing shawls to the employees working at Tirumala, providing rain coats, slippers and uniform to Class.IV employees, providing food at subsidised rates in Tirumala Tirupati Devasthanams canteens.

The following are the employee-welfare programmes undertaken in Tirumala Tirupati Devasthanams for the benefit of its employees:

1. Lumpsum grant for purchase of books by the children of Tirumala Tirupati Devasthanams employees.
2. Tuition fee reimbursement.
3. Reimbursement of hostel expenditure.
4. Tirumala Tirupati Devasthanams employees welfare fund schemes.
5. Houses on hire purchase scheme and allotment of house sites.
6. Medical reimbursement.
7. Providing rain coats, slippers, shawls to employees working at Tirumala.
These items of employees' welfare in Tirumala Tirupati Devasthanams are discussed in greater detail in the following paragraphs:

Lumpsum Grant for Purchase of Books

Lumpsum grants for the purchase of books as detailed below will be given to all the children of Tirumala Tirupati Devasthanams employees:

I to V Class  Rs. 20 per year  
VI to X Class  Rs. 50 per year  
Intermediate  Rs.100 per year  
Degree  Rs.100 per year  
Post-Graduation  Rs.200 per year  
Professional courses  Rs.200 per year  
like B.E/M.B.B.S/ B.Sc.(Ag)/B.Sc.(Vet)  
Polytechnic  Rs.200 per year  

Tuition Fees Reimbursement

1. Under the existing schemes of reimbursement of tuition fee, following incentives are offered to the employees of Tirumala Tirupati Devasthanams.

Where the children of the Tirumala Tirupati Devasthanams employees have been admitted in educational institutions run by Tirumala Tirupati Devasthanams, the Tirumala Tirupati Devasthanams employees are not
obliged to pay any tuition fee for their children in the Tirumala Tirupati Devasthanams educational institution, where their children are admitted.

2. Where the children of the Tirumala Tirupati Devasthanams employees are admitted in institutions not run by Tirumala Tirupati Devasthanams, all the tuition fee paid by them are reimbursed to the employees by the Tirumala Tirupati Devasthanams authorities. Both these concessions are extended to all the Tirumala Tirupati Devasthanams employees and reimbursement facility and free educational facility are extended without any specific limits (they take up courses at any level right from primary school level to research course level).

3. These tuition fee concessions will not be extended to the children of Tirumala Tirupati Devasthanams employees in case they fail in the examination. This concession is extended only to the children who pass in the regular course and not for repeaters.

Reimbursement of Hostel Expenditure

Reimbursement of hostel charges paid by the children of the Tirumala Tirupati Devasthanams employees, with a ceiling of Rs.2,500 is another important employee welfare measure which deserves a mention here.
Houses and House Sites

House sites are allotted at a nominal cost to the employees, provided:

a) they have put in a service of not less than ten years in Tirumala Tirupati Devasthanams;
b) that they do not have any house site or a house either in their name or in the name of their spouse.

The allotment of house sites is made to the employees of the Tirumala Tirupati Devasthanams strictly in the order of seniority of their service, irrespective of their cadres/grades, etc.

Residential Buildings Under Hire Purchase Scheme

The Tirumala Tirupati Devathanams authorities have constructed a number of houses and allotted these houses to the employees on hire purchase scheme. There are four types of houses built and allotted to the employees under this scheme viz., A-Type, B-Type, C-Type, and D-Type.

Medical Facilities

The medical facilities extended to the Tirumala Tirupati Devasthanams employees can be broadly classified under the following two heads:
1. Supply of medicines and provision of treatment free of cost to the employees from all the dispensaries/ hospitals run by Tirumala Tirupati Devasthanams.

2. Reimbursement of the cost of medicines purchased and treatment received at other places (where the required facilities of treatment and medicines are not available, the employees are advised to approach other institutions).

**T.T.D. Welfare Fund Scheme**

The salient features of this scheme can be summed up as follows:

1. Every employee in Tirumala Tirupati Devasthanams has to make an initial contribution of Rs.25 and subsequently a monthly contribution of Rs.5 under this scheme. This is compulsory for all employees.

2. If an employee retires or dies within a period of two years from the date of admission into this scheme his legal heir (in case of employee's death) or the employee as the case may be will be paid a sum of Rs.500 (lumpsum payment) plus an amount equivalent to his contribution to the Fund.

3. In case the employee contributes for a period of more than two years and less than five years, a lumpsum amount of Rs.3,000 will be paid to the nominees of the deceased employee.
4. In case of employees who retire or die within a period of more than five years and less than ten years from the date of their admission to this fund, a lumpsum amount of Rs.5,000 will be paid either to the employee or to his nominees (in case of death).

5. In case an employee contributes to the Fund for a period of more than 10 years and dies or retires, the employee or nominees as the case may be will be paid a lumpsum amount of Rs.10,000 from the Fund.

5. In case of employees who resign from the service or dismissed from service, the contribution actually made by the employees to this Fund plus interest at admissible rates will be paid to them.

**EMPLOYEES TRAINING PROGRAMME**

The Tirumala Tirupati Devasthanams authorities have not evolved any elaborate programmes of employees training for the benefit of its employees. However, it is observed that a few attempts were made in this direction some time back. For example, in the year 1975-76, three batches of employees of Tirumala Tirupati Devasthanams have been deputed to an inservice training programme in Temple Art, Architecture, History and Public Relation, organised jointly by the Tirumala Tirupati Devasthanams and History Department of Sri Venkateswara University, Tirupati. These programmes
came to an abrupt end after deputing three batches of employees only, for reasons best known to Tirumala Tirupati Devasthanams authorities as well as its partner Sri Venkateswara University in this venture.

It is also reported that a few doctors and nurses working in Tirumala Tirupati Devasthanams hospitals have also been deputed to Sri Venkateswara Ramanarayan Ruia Hospital and Government Maternity Hospital, Tirupati for undergoing training in Cardiology and Gynecology and some other special fields.

But these are only some sporadic efforts made at intervals and not any systematized efforts in extending training facilities to its employees by Tirumala Tirupati Devasthanams.

CODE OF DISCIPLINE

The Government of Andhra Pradesh framed certain set of conduct rules for the first time in 1958, called Andhra Pradesh Civil Services (Conduct) Rules 1958\(^2\) to be followed by all the employees of the Andhra Pradesh State Government. Prior to that Civil Servant Conduct Rules adopted by the erstwhile Government of Madras were followed by Andhra Pradesh State Government also.

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In 1964, the Government of Andhra Pradesh brought out a comprehensive set of Conduct Rules for its employees by amending the rules framed in 1958. These conduct rules are called "Andhra Pradesh Civil Services (Conduct) Rules 1964.  

These Conduct Rules framed by the Government of Andhra Pradesh are followed in toto by Tirumala Tirupati Devasthanams. There is no separate Code of Conduct as such in Tirumala Tirupati Devasthanams, meant for its employees.

The salient features of the civil servant conduct rules of Government of Andhra Pradesh adopted by Tirumala Tirupati Devasthanams are summed up below:

1. Every employee shall be devoted to his duty and shall maintain absolute integrity, discipline, impartiality and a sense of propriety.

2. No employee shall behave in a manner which is unbecoming of such an employee or detrimental to the interests of Tirumala Tirupati Devasthanams.

3. No employee shall act in such a manner which will place his official position under any kind of embarrassment.

4. No employee shall join or continue to be a member of an association prejudicial to the interests of the sovereignty and integrity of India or public order.

5. Strikes: No employee shall participate in any strike or such other activities or incite the other employees to go on strike, or (a) absence from duty or work without permission; (b) neglect of duty with an object of compelling any superior officer or Tirumala Tirupati Devasthanams management to take or omit to take any official action; (c) any demonstrative fast like hunger strike; (d) concerted or organised refusal on the part of the employee to receive their pay.

6. No employee shall participate in any demonstration which is against the interest of the sovereignty and integrity of India or public order.

7. No employee shall acquire or dispose of any immovable property without the permission of the management of Tirumala Tirupati Devasthanams.

8. No employee shall engage directly or indirectly in any trade or business in the course of his official duties.

9. No employee shall undertake any employment of work other than that connected with his official duties except with the prior permission of the Tirumala Tirupati Devasthanams management.
Loyalty and Security

Regulations have been framed to make the employees loyal to the management. Further, in the interest of the national security, they are required to disassociate themselves with any kind of subversive activities.25 Employees engaging in any subversive activities or spying for foreign agencies are ordered to retire compulsorily.26 Such an order is in accordance with the spirit of the Constitution,27 further they are prohibited to divulge or communicate directly or indirectly, any official document, to anybody who is not authorised to receive the same. Such restriction is essential in the interest of administration and for security reasons.

Neutrality and Impartiality

Employees of T.T.Devasthanams have to maintain political neutrality. The employees are not entitled to be members of any political parties. They are also not permitted to be associated with any activities of any political parties in any manner.28 They cannot


26. Ibid.

27. Proviso (C) Clause 2 of the Article 311 of the Constitution of India.

canvass or take part in any election to any legislature or local bodies. Their freedom of expression on Government policies is restricted. They have to carry out the policies of the Government faithfully and efficiently, irrespective of their personal likes and dislikes.

Devotion to Duty

The foremost duty of the employee is to devote himself to the job entrusted to him. In the course of his duty, he is expected to maintain absolute integrity, discipline and sense of propriety. They should not do any thing which undermines the prestige of the Tirumala Tirupati Devasthanams or indulge in any activities which affect their official position. Hence, the employees in the course of performing their duties are expected to act and interpret the rules and regulations according to the best of their judgement. Devotion to duty prohibits the employees to participate in strikes and similar activities against the interests of public order, or from joining or continuing to be

29. Ibid.
31. Rule No.3(ii) & (iii) of Andhra Pradesh Civil Services Rules 1964.
32. Ibid., Rule Nos.3 & 4.
the members of an association whose activities are prejudicial to the interests, the sovereignty and the integrity of India, or the public order.  

**Probity and Sincerity**

Probity in Tirumala Tirupati Devasthanams services is of great importance. Several restrictions have been imposed on employees to maintain honesty and sincerity, for example, employees are prohibited from using their office for acquiring any unaccounted property by illegal means. Similarly, they are prohibited from accepting gifts etc., from any person.

The employees are not permitted to engage themselves directly or indirectly either in any private trade or business or canvassing in support of any agency or business. They or their family members are also prohibited to promote, register or manage any bank or other company. They cannot undertake any private employment or work other than that connected with their official duties without previous permission from the management.

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34. Ibid., Rule Nos.3 & 4.  
35. Ibid., Rule No.9.  
36. Ibid., Rule No.6.  
37. Ibid., Rule No.10.  
38. Ibid., Rule No.11.  
39. Ibid., Rule No.12.
management for accepting any examinership or any remu-
neration.\footnote{Ibid.}

Lastly, to make the employees contended with what they get from duty, they are required to manage their private affairs in such a way as to avoid habitual indebtedness or insolvency as they are prohibited from engaging themselves, directly or indirectly in any other business, including money lending.\footnote{Rule NO.8 of Andhra Pradesh Civil Service (Conduct) Rules 1964.}

**Prohibition to Criticise the Government Policy**

Restriction, on speech and expression by employee on any matter except literary, artistic or scientific has been imposed.\footnote{Ibid., Rule No.17.} Employees without the previous permission of the management are prohibited to publish any book which is not purely of a literary, artistic or scientific character.\footnote{Ibid., Rule No.13.} They are also not allowed to own, wholly or in part, or conduct and participate in editing or management of any newspaper or non-government publication.\footnote{Ibid., Rule No.15.} Employees are not to participate in Radio broadcast or contribute any article, write any letter in their own name or anonymously or in the name
of any other person to a newspaper or a periodical unless it is of purely literary, artistic or scientific character. For books, articles, and radio talks other than literary, artistic or scientific publication previous sanction of the management is required.

Other Conditions of Employment

There are certain other conditions of employment which regulate the conduct of employees. Employees are not permitted to give evidence in connection with any enquiry conducted by a committee, commission, or any other authority without the previous permission of the management. Further, they are not allowed to go to the press or the court for vindication of their official action which has been the subject matter of adverse criticism or attack of a defamatory character. To save the administration from the effects of family relations, no two relatives are permitted to work with or under each other. Employees in their official capacity are not permitted to deal with matters connected with them, their relatives or dependents.

45. Ibid., Rule No.16.
46. Rule No.18 of the Andhra Pradesh State Civil Services (Conduct) Rules 1964.
47. Ibid., Rule No.20.
48. Ibid., Rule No.21.
49. Ibid., Rule No.23.
The biological need of the civil servants has been regulated. Biogamy is banned for employees.\(^50\) Employees are prohibited to be under the influence of intoxicating drinks or drugs to such an extent as would render them incapable of discharging their duties.\(^51\) In order to make the above mentioned conduct rules effective superior officers are expected to keep a watchful eye on the integrity of employees working under them.\(^52\)

**EMPLOYEES PARTICIPATION IN MANAGEMENT**

Schemes of employee participation in management have not been introduced in Tirumala Tirupati Devasthanams. It is reported that Tirumala Tirupati Devasthanams employees union are demanding implementation of these schemes at different levels of management and organisation in Tirumala Tirupati Devasthanams, but no decision has been taken so far over this issue.

**PERFORMANCE APPRAISAL**

What is followed in Tirumala Tirupati Devasthanams in the name of Performance Appraisal is, that the immediate superior officers will record their impressions

50. Ibid., Rule No.25.
51. Ibid., Rule No.26.
on the performance of the subordinates working under their administrative control and supervision in "Confidential Reports". It is only when some adverse remarks are passed against any of the employees, that these adverse remarks are communicated to the employees concerned and their views thereon are called for. There are no systematic attempts made in this direction so far in Tirumala Tirupati Devasthanams.

**COMMUNICATION SYSTEMS & CHANNELS**

The usual means of communications adopted to convey any important matter to the employees is by way of issuing circular letters, and all important communications meant for employees working at different levels of organisation of Tirumala Tirupati Devasthanams are passed on to the employees concerned through proper channel (i.e. in the normal organisational hierarchical levels and channels). This is the only means of communication adopted in Tirumala Tirupati Devasthanams. No other methods such as display of notices on the notice boards, discussions in sectional group meetings, etc., are employed in Tirumala Tirupati Devasthanams.

**GRIEVANCE HANDLING**

There is no separate grievance handling cell or mechanism as such in Tirumala Tirupati Devasthanams or what is stipulated in the model grievances handling
procedure laid in the Industrial Dispute Act is also not followed in Tirumala Tirupati Devasthanams. As stated already, the Tirumala Tirupati Devasthanams authorities do not have any separate set of guidelines for handling grievances of their employees (Grievance Redressal Mechanism), though some attempts are made for the redressal of the grievances of the employees.

It is reported that the grievances of the employees can be represented to the management of the Tirumala Tirupati Devasthanams as follows:

1. An aggrieved employee can report his grievance to his immediate superior officer and the immediate superior officer will try to redress the grievance of the subordinate-aggrieved employee.

2. An aggrieved employee may report his grievance to the Welfare Officer, Tirumala Tirupati Devasthanams for redressal of his grievances. The Welfare Officer may call for relevant records and explanation from officials concerned and arrive at his own decision in the matter. As far as possible he will try to settle the problem at his level. He will convey his views/recommendations to the Executive Officer for a final decision in the matter. Of course, it is for the Executive Officer to decide finally over the grievance brought to his notice through the Welfare Officer.
3. An aggrieved employee can report his grievance against his superior officer, to the Executive Officer. If an employee thinks that his superior officer is not able to redress his grievance or the procedure adopted by the superior officer with regard to redressal of his grievance is not satisfactory, the employee may report to the Executive Officer for redressal of his grievance. The Executive Officer will try to redress the grievance of the aggrieved employee (grievant) by calling for necessary records and explanations, etc., from all parties concerned and will give his own decision in the matter.

4. Aggrieved employees can also report their grievance to their union office bearers. The union officials in their turn will take up the matter with all officers concerned like immediate superior officer of the aggrieved, welfare officer and finally Executive Officer, and try to redress the grievance brought to their notice. The union office bearers act only as mediators or negotiators. It is for the Executive Officer to decide finally over this issue.

5. Aggrieved employees can also represent their grievances (of course, through proper channel, immediate superior officer and the next immediate superior officer in that order of organisational hierarchy, authority,
power and status etc.) to the management committee for redressal of their grievances. If they are not satisfied with the solutions arrived at by the management committee with regard to the employees' grievances the employees may represent them to the Tirumala Tirupati Devasthanams Board for redressal of their grievances.

If they are not satisfied with the decision of the Tirumala Tirupati Devasthanams Board, they may represent their grievances to the Government of Andhra Pradesh for redressal.

It is obvious that all those employees whose grievances are not redressed or who are not satisfied with the decisions given by their superior authorities over matters relating to grievances, they may resort to legal remedies and proceed to a court of law for securing justice.

**DISCIPLINARY ACTION**

Disciplinary action is taken against the erring employees (employees who indulge in acts of misconduct, irregularities, defaults, omissions, commissions, wilful disobedience, defying the orders of the superiors, dereliction of duties, violating the Code of Conduct, prescribed for the employees or committing any other acts which bring defame to the employee or causing
Diagram showing the present grievance handling mechanism in TTD

Figure 3.1
losses to the employer) in Tirumala Tirupati Devasthanams under various provisions of Classification, Control and Appeal Rules (C.C.A Rules).

Purpose of Disciplinary Action

The purpose of imposing punishments is two fold:
Firstly, it is intended to make the delinquent suffer for his misconduct.
Secondly, it is intended to work as a deterrent to others. In some cases, it is also intended to recover any pecuniary loss caused to Tirumala Tirupati Devasthanams management due to misconduct or negligence of the employees.

Consequences of Punishments

In some cases, it results in loss of job to the delinquent, in some others pecuniary loss (stoppage of increments, etc.) and in yet other cases loss of prestige (censure, warning, etc.). The result of punishment is also two fold, immediate and prospective. While punishment like stoppage of increments results in immediate financial loss, that punishment is also taken into consideration in assessing the relative merit of the employees subsequently, when the matter of promotions arises. It is just possible that an entry about a punishment may influence the authorities in their judgement of the suitability of a candidate for a higher post.
Grounds for Punishment

Numerous particular acts or violations of duty may constitute ground for disciplinary action against officers under the terms of C.C.A.Rules,\textsuperscript{53} for example, misconduct and wilful misconduct; refusal or negligence in the performance of duties; inefficiency, etc. These grounds are only illustrative, but by no means exhaustive. There may be a number of other grounds which may constitute good and sufficient grounds for imposing punishments and in each case it is for the competent authority to satisfy whether a particular lapse on the part of an employee constitutes a good and sufficient ground for proceeding against him under C.C.A. Rules.

Communication of Punishment

When a competent authority awards a punishment, the order of awarding the punishment should be communicated to the delinquent official.

Procedure for taking Disciplinary Action

Whenever it is proposed to take disciplinary action against an employee, the first step to be taken is to reduce the grounds on which it is proposed to take action into a form of definite charge or charges and

\textsuperscript{53} Rule No.8 of the Andhra Pradesh Civil Services (Classification, Control and Appeal) Rules.
communicate the charges so levelled to the person concerned. In the charge sheet, it will also be mentioned that the erring official can file a written statement of his defence within a reasonable time (7 days from the receipt of the charge sheet). The employee should state whether he desires an oral enquiry or to be heard in person or both.

The charges or reasons given must be sufficient in their nature to warrant disciplinary action and sufficiently specific to appraise the employee of what he has to meet.

Who Initiates the Proceedings

It is only the authority competent to punish that can initiate any disciplinary proceedings but not his subordinate; but charges can be framed either by the competent authority to take disciplinary action or by the superior officer.

Indication of Punishments in the Charge Sheet

The management should not mention any thing about the punishment in the charge sheet. They should not express any thing which leads to the conclusion that they do not have an open mind.

54. Rule No.19(2)(a) of the C.C.A. Rules.
Preliminary Enquiry

In order to frame a charge it is permissible to have a preliminary enquiry. Such a preliminary enquiry is not only permissible but is very desirable step because employees should not be charged with offences recklessly and without reason. The requirement of enquiry is plainly based upon considerations of natural justice and fair play. After the issue of first show cause notice the next stage is enquiry. The enquiry is based upon the principle that no person should be condemned without a hearing. The employees should be given reasonable opportunity of defending themselves against the charges of misconduct levelled against them. 55

Procedure of Conducting Preliminary Enquiry under C.C.A. Rules

An enquiry must be conducted into charges consistent with the requirements of natural justice. At the first stage, the erring official is entitled to have an opportunity to defend himself. After the enquiry, the enquiry officer submits his report to the management. The management has to consider the report and decide whether it agrees with the

55. Article 311 of Constitution of India.
conclusions of the report or not. If the management agrees with the conclusions and the conclusions are against the delinquent servant, the management of Tirumala Tirupati Devasthanams will issue another show cause notice to erring official, why a particular punishment should not be imposed on him.

In response to this notice, the delinquent servant is entitled to show cause not only the action proposed to be taken against him; but also against the validity or the correctness of the findings recorded by the Enquiry Officer and provisionally accepted by the management. After receiving the reply given by the erring official for the second show cause notice, the management decides on, what type of punishment is to be awarded to the delinquent employee.

Imposing of Punishments

The question of imposing punishment can only arise after the enquiry is made and the report of the Enquiry Officer is received by the management. Normally for one charge, there should not be more than one punishment and if there are more charges, it is the duty of the management to let the employee know, for which charge the management proposes to inflict punishment. In the second show cause notice served to the delinquent, calling for his explanation,
on another count of alleged offence, same punishment (punishment proposed to be taken for the first offence) only should be indicated. 56

Punishments

Punishments are of two types namely:

1. Minor punishments
2. Major punishments

Minor Punishments: The following are minor punishments, which can be implied on the Tirumala Tirupati Devasthanams servants under Rule 8 of the Andhra Pradesh Civil Services (Classification, Control and Appeal) Rules:

1. Censure
2. Withholding of increments
3. Withholding of promotions
4. Recovery from pay
5. Fine, and
6. Suspension, where a person has already been suspended under Rule 13(1) to the extent considered necessary.

Under Rule 19(1)(a) of the C.C.A.Rules, these minor punishments can be imposed only after the erring employee is informed in writing by the management

56. Article 311(1) of the Constitution of India.
of the proposal to take action in regard to him and of the allegations on which the action is proposed to be taken, and is given an opportunity to make a representation in that regard. In case of these minor punishments neither an oral enquiry nor a second show cause notice is necessary.

Now let us discuss the minor punishments in detail.

1. Censure

This is the most minor of all the punishments. This is nothing but an expression of displeasure by the management duly recorded in the Service Book of the employee. Generally after a lapse of a period of six months, censure is not taken into consideration while judging an employee's work. A show cause notice must be given before imposing a minor punishment. It is obvious that any imposition of a punishment without a show cause notice is illegal.

2. Withholding of Increments

In the ordinary course, an employee is entitled for an increment every year. The increment is what an employee earns and he can be deprived of it only by taking disciplinary action against him. Stoppage of increment can be of two types; stoppage without
cumulative effect and with cumulative effect. The latter is a severe punishment and is imposed very sparingly.

Stoppage of increment has a two fold effect in that it results in pecuniary loss and leaves a blot on the efficiency of an employee.

3. Withholding of Promotions

This means withholding of promotion for a particular period in respect of an employee who is otherwise qualified for promotion, but for his misconduct which in the opinion of the management makes him unfit for promotion for a certain period.

4. Recovery from Pay

This punishment is imposed in cases when an employee is responsible for any pecuniary loss to the Tirumala Tirupati Devasthanams management. Ordinarily any loss caused by an employee can be recovered by filing a suit against him and obtaining a decree. But to keep employees on constant guard, power to impose this punishment is vested in the Tirumala Tirupati Devasthanams management by C.C.A. Rules.

5. Fine

This is a fast dwindling mode of punishment in services, which is generally imposed on Class IV employees only.
6. Warning

Warning is given in cases of slackness and inefficiency, which serves only as a caution to the employees. It serves as a factor to put the employee on his guard and avoid disciplinary action. Warning is not a punishment and so there is no specific procedure to be followed for the purpose.

7. Suspension

a) Meaning:

The Tirumala Tirupati Devasthanams management can place its employees under suspension. This is empowered by Rule 13 of Andhra Pradesh Civil Services (C.C.A) Rules. Rule 14 of the C.C.A. Rules specifies the authorities in Tirumala Tirupati Devasthanams competent to place various members of Tirumala Tirupati Devasthanams service under suspension. Rule 8(1)(ix) read with Rule 15 authorises punitive suspension.

One of the meanings of the word 'suspension' is 'to debar from any privilege, office, emolument, etc., for a time'. The real effect of an order of suspension is that though an employee is continued to be a member of the Tirumala Tirupati Devasthanams service he is not permitted to work; and further
during the period of his suspension he is paid only some allowance generally called 'subsistence allowance', which is less than his salary instead of the pay and allowances he would be entitled to if he is not suspended.

b) Kinds of suspension:

Suspension is of two kinds in Tirumala Tirupati Devasthanams:

1. Suspending a member of Tirumala Tirupati Devasthanams service pending investigation.

2. Second kind of suspension is called punitive suspension.57

c) Suspension when can be resorted to:

Under Rule 13(1) two circumstances must exist before a member of the Tirumala Tirupati Devasthanams service can be placed under suspension. They are:

1. An investigation or enquiry into grave charges must be pending.

2. Suspension is necessary in the public interest

d) State of an employee during the period of suspension:

The disabilities that flow from an order or suspension are:

57. Rule 8(1)(ix) of Andhra Pradesh Civil Services (C.C.A) Rules.
1. The suspended Tirumala Tirupati Devasthanams employee is not to get full salary during the period of his suspension.

2. In order to be entitled to the subsistence allowance, he is prohibited from engaging in any other employment, business, profession or vocation.

3. He is not permitted to retire during the period of suspension and therefore he will not be eligible for retirement benefits.

e) Suspension when resorted to in Tirumala Tirupati Devasthanams:

Certain types of misdemeanour when suspension may be desirable are indicated below:

1. Any offence or conduct involving moral turpitude;

2. Corruption, embezzlement or misappropriation of Tirumala Tirupati Devasthanams money; possession of disproportionate assets, misuse of official powers for personal gains;

3. Serious negligence and dereliction of duties resulting in considerable loss to Tirumala Tirupati Devasthanams.
4. Desertion of duty.

5. Refusal or deliberate failure to carry out written orders of superior officers.

An employee may be suspended on the grounds of pending criminal trail.\(^58\)

Since the order of suspension affects the reputation of the Tirumala Tirupati Devasthanams employees, the power to suspend is exercised by the Tirumala Tirupati Devasthanams management only after it gets satisfied regarding the necessity or desirability to place an employee under suspension having due regard to the nature of the charges and the circumstances.

**Procedure for Imposing Minor Penalties**

For imposing minor penalties, sufficient opportunity should be given to the delinquent servant to defend himself against the proposed action. This is according to C.C.A. Rules. It is enough if the charges are communicated to the employee asking for his explanation. There is no need to conduct an enquiry or to give personal hearing. In case of stoppage of increments, it should be clearly mentioned whether the stoppage is with cumulative effect.

58. Rule 13, Sub Rule 2 of Andhra Pradesh Civil Services (C.C.A) Rules.
If nothing is indicated the employee can presume that the stoppage of increment is without cumulative effect and can submit his explanation on that presumption.

Before awarding a minor punishment, the report of the Enquiry Officer need not be supplied to the erring official. It is also not necessary to give second opportunity to the erring official. But even imposing of a minor punishment requires judicial approach and the order should be a speaking order.

Major Punishments

Rule 8 of the Andhra Pradesh Civil Services (Classification, Control and Appeal) Rules provides interaction for the imposition of three major punishments viz.,

1. Dismissal.
2. Removal; and
3. Reduction in Ranks.

These punishments apart from being major ones leave a slur on the character of the person and hence a reasonable opportunity should be given to a delinquent official before any one of the above punishments are imposed.59

59. Article 311(2) of the Constitution of India.
1. Dismissal:

The dictionary meaning of the word 'dismiss' is 'to let go'. The dismissed employee is not eligible for reemployment in Tirumala Tirupati Devasthanams.

2. Removal:

The word 'remove' means 'to discharge'. Removal of a person from Tirumala Tirupati Devasthanams shall not disqualify himself from future employment in Tirumala Tirupati Devasthanams. 60

Thus dismissal is a greater punishment than removal and shuts the doors of entrance to Tirumala Tirupati Devasthanams service against the person dismissed.

If the Tirumala Tirupati Devasthanams employee has got a right to continue in the post, unless the contract of employment or the rules provide to the contrary, his services cannot be terminated other than for misconduct, negligence, inefficiency or other good and sufficient cause. A termination of the service of an employee on such grounds is punishment. It operates as a forfeiture of his right and he is visited with the evil consequences of loss of

60. Rule 8(2)(b) of C.C.A.Rules.
pay and allowances. It puts an indelible stigma on the employee affecting his future career.

3. Reduction in Rank

Reduction in rank is one of the major punishments in Tirumala Tirupati Devasthanams. No employee shall be reduced in rank except after an enquiry in which he has been informed of the charges against him and given a reasonable opportunity of being heard in respect of those charges.

Rule 8(1)(iv) of the C.C.A. Rules provides for the punishment of reduction to a lower rank in the seniority list or to a lower post, or to a lower time scale, not being lower than that to which he was directly recruited or to a lower stage in a time scale.

Every reversion from a higher post to a lower post is not a reduction in rank, but if such a reversion is ordered by way of punishment it may amount to reduction in rank.

Whether reduction in rank is a punishment or not will be determined by the following two tests viz.

61. Article 311, Clause (2) of the Constitution of India.
1. Whether the servant had a right to the post or rank; or

2. Whether he has been affected by evil consequences like loss of pay or any other emoluments by stoppage or postponement of his future chances of promotion, etc.

According to Article 311(2) of the Constitution of India, no employee can be dismissed or removed or reduced in rank except, after an enquiry in which he has been informed of the charges against him and given a reasonable opportunity to present his view points.

Reasonable opportunity referred to above means the following:

1. An opportunity should be given to an employee to deny his guilt and establish his innocence.

2. An opportunity to defend himself by cross examination of the witness produced against him and by examining himself or any other witness in support of his defence.

3. An opportunity to make his representation as to why the proposed punishment should not be inflicted on him.
Procedure for Departmental Enquiry

While conducting enquiry against the charges of an employee in Tirumala Tirupati Devasthanams, two main principles are applicable, viz.,

1. A person should be informed clearly and specifically of the offences with which the management intends to charge him.

2. He should not be condemned unheard.

Bearing the above two principles in mind, the Tirumala Tirupati Devasthanams management follows the procedures with regard to departmental enquiries.

Different Stages of Departmental Enquiry

In Tirumala Tirupati Devasthanams, the departmental enquiry consists of five main stages, viz.,

1. Charge
2. Investigation of the charge.
3. Findings
4. Punishment
5. Appeal

All these stages are discussed in detail hereunder:

1. Charge

The charge should not be vague. The charge should convey to the delinquent, the exact nature of the alleged offence, in a way that would enable
him to meet the charge. Before framing a charge, a preliminary enquiry is conducted by the Tirumala Tirupati Devasthanams management so that the Tirumala Tirupati Devasthanams employee is not charged with any offences recklessly and without any reason. In case of minor charges, the charge sheet may contain the particulars of proposed punishment. In case of major punishments the charge sheet does not generally contain any particulars about the proposed punishment.

2. Investigation of Charge

After an employee submits his explanation, ordinarily there will be a personal hearing i.e., the employee has the opportunity of personally being heard, of calling his own evidence, and cross examining any witness called for by the prosecution.

The normal practice in Tirumala Tirupati Devasthanams is that after a show cause notice is served to the delinquent, he is called upon to give a list of witnesses, whom he proposes to call and state the relevancy of their evidence. The Tirumala Tirupati Devasthanams management may disallow any evidence proposed to be produced by the delinquent, if the management feels that it is not relevant. But this can be done by the management only after recording
the reasons for such disallowance in writing. If the delinquent employee requires any production of documents which are in possession of Tirumala Tirupati Devasthanams management, the management should produce them.

3. Findings

The enquiry officer will deal with the charges framed and the same is forwarded to the Tirumala Tirupati Devasthanams management. Even at this stage, the charges cannot be said to have been proved. The Tirumala Tirupati Devasthanams management should be satisfied in the first instance about the correctness of the findings. The management will pay its independent attention to the matter and come to its own conclusions.

At this stage the delinquent is intimated about the charge which has been proved; and what punishment is proposed to be inflicted by the Tirumala Tirupati Devasthanams management; however the erring official is entitled to a copy of the preliminary enquiry report.

4. Punishment

What punishment can be meted out to the employee is specified in C.C.A. Rules and it is for the Tirumala Tirupati Devasthanams management to inflict
a punishment that is responsible in the circumstances of the case.

5, Appeal

The delinquent official can appeal to the higher authorities about the enquiry and the punishment inflicted on him.

The above procedure describes in brief the several stages in a disciplinary enquiry designed to afford a reasonable opportunity to the delinquent employee.

Affording a reasonable opportunity includes giving of two notices, one at the enquiry stage and another when the management tentatively determines to inflict a particular punishment.

There are three exceptions to this Rule of giving a reasonable opportunity. They are:

a) Where an employee is dismissed or removed or reduced in rank on the ground of conduct which has led to conviction on a criminal charge.62

b) Where the Tirumala Tirupati Devasthanams management is empowered to inflict major punishments; is satisfied, that for some reasons, to be

recorded by the management in writing, that it is not reasonably practicable to hold such enquiry. 63

c) Where the President or Governor as the case may be, is satisfied that in the interests of security it is not expedient to hold such enquiry.

Table 3.1 given below indicates the nature of offences committed, the designation of the employees who have committed these offences, and the nature of the punishment awarded in Tirumala Tirupati Devasthanams during the year 1985.

63. Ibid.
<table>
<thead>
<tr>
<th>S.No.</th>
<th>Designation of the employee</th>
<th>Nature of Offence</th>
<th>Nature of Punishment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Security Guard</td>
<td>Demanding bribes from the pilgrims for issuing admission passes to the temple</td>
<td>Removed from service</td>
</tr>
<tr>
<td>2.</td>
<td>Attender</td>
<td>-do-</td>
<td>-do-</td>
</tr>
<tr>
<td>3.</td>
<td>Attender</td>
<td>-do-</td>
<td>-do-</td>
</tr>
<tr>
<td>4.</td>
<td>Attender</td>
<td>-do-</td>
<td>-do-</td>
</tr>
<tr>
<td>5.</td>
<td>L.D.C.</td>
<td>False claims in Leave Travel Concession Travelling Allowance Bills.</td>
<td>Reversion to assistant cadre for two years.</td>
</tr>
<tr>
<td>6.</td>
<td>Assistant catering Officer, S.V.Canteen Tirumala</td>
<td>Misappropriation of funds</td>
<td>Dismissed from service</td>
</tr>
<tr>
<td>7.</td>
<td>L.D.C.</td>
<td>Diversion and misappropriation of house construction loan</td>
<td>Removed from service</td>
</tr>
<tr>
<td>8.</td>
<td>Shroff</td>
<td>Theft in Tirumala temple</td>
<td>Removed from service</td>
</tr>
<tr>
<td>9.</td>
<td>Shroff</td>
<td>Consumption of alcohol while on duty</td>
<td>Removed from service</td>
</tr>
<tr>
<td>10.</td>
<td>U.D.C.</td>
<td>Failure to adjust Travelling Allowance advance</td>
<td>Suspended from service</td>
</tr>
<tr>
<td>11.</td>
<td>U.D.C.</td>
<td>Committed malpractices and misappropriation while collecting house rent dues.</td>
<td>Reverted to lower cadre</td>
</tr>
<tr>
<td>12.</td>
<td>U.D.C.</td>
<td>Misappropriation</td>
<td>Removed from service.</td>
</tr>
<tr>
<td>S.No.</td>
<td>Designation of the employee</td>
<td>Nature of Offence</td>
<td>Nature of Punishment</td>
</tr>
<tr>
<td>------</td>
<td>-------------------------------------</td>
<td>----------------------------------------------------------------------------------</td>
<td>------------------------------</td>
</tr>
<tr>
<td>13.</td>
<td>Medical Officer</td>
<td>Misbehaviour with a woman patient</td>
<td>Placed under suspension</td>
</tr>
<tr>
<td>14.</td>
<td>Asst. Catering Officer</td>
<td>Misappropriation in Stores</td>
<td>Placed under suspension</td>
</tr>
<tr>
<td>15.</td>
<td>Driver</td>
<td>Alleged bugamous marriage</td>
<td>Placed under suspension</td>
</tr>
<tr>
<td>16.</td>
<td>Certain Engineers and other staff</td>
<td>Showing undue favours to a particular contractor while settling his claims</td>
<td>Placed under suspension</td>
</tr>
<tr>
<td>17.</td>
<td>Driver</td>
<td>Involved in a murder case</td>
<td>Placed under suspension</td>
</tr>
<tr>
<td>18.</td>
<td>Shroff</td>
<td>Misappropriation of sale proceeds of TTD publications</td>
<td>Placed under suspension</td>
</tr>
<tr>
<td>19.</td>
<td>Parkamani Officer</td>
<td>Dereliction of duty at Tirumala temple</td>
<td>Placed under suspension</td>
</tr>
<tr>
<td>20.</td>
<td>Shroff</td>
<td>Misappropriation of sale proceeds of TTD publications</td>
<td>Placed under suspension</td>
</tr>
</tbody>
</table>

LEAVE RULES

The State Government of Andhra Pradesh have implemented the "Andhra Pradesh Leave Rules 1933" with effect from 4-9-1933. Subsequently these Leave Rules were amended during 1980. The Tirumala Tirupati Devasthanams management is following Andhra Pradesh Leave Rules.

The main principles governing the grant of leave to the Tirumala Tirupati Devasthanams servants are enumerated below:

1. Leave is earned by duty only.
2. Leave cannot be claimed as a matter of right.
3. A Tirumala Tirupati Devasthanams servant who is on leave cannot accept any other employment without the previous permission of Tirumala Tirupati Devasthanams management.
4. Leave on medical certificate cannot and will not be refused or revoked.
5. An employee who has been granted medical leave cannot return to duty without producing physical fitness certificate from a qualified Medical Officer.
6. Optional and Public Holidays can be pre-fixed or affixed to leave.
7. An employee who remains absent after the end of his leave is not entitled to any leave salary for the period of such absence.

8. A leave account shall be maintained for each Tirumala Tirupati Devasthanams employee by the Head of the Institution/Department/Section, etc. concerned.

9. The leave due to an employee is the balance of leave at his credit in the leave account. Tirumala Tirupati Devasthanams employees are entitled to avail the following leave facilities:

1. Casual Leave
   (a) Ordinary Casual Leave
   (b) Special Casual Leave

2. Earned Leave

3. Medical Leave

4. Special Disability Leave

5. Study Leave

6. Maternity Leave

7. Hospital Leave

8. Extraordinary Leave

9. Quarantine Leave
1. Casual Leave

(a) Ordinary Casual Leave

This leave is a concession to enable a Tirumala Tirupati Devasthanams servant to be absent from duty in special circumstances. An employee may avail not more than 15 days of ordinary casual leave in a calendar year. Casual leave may be combined with Optional Holidays, Sundays or other Holidays, provided that the total period of absence from duty does not exceed 10 days. An employee may be granted casual leave for half-a-day. The casual leave may be granted or refused by the immediate superior officer.

(b) Special Casual Leave

An employee is entitled to seven days special casual leave in addition to ordinary casual leave. The special casual leave is granted by the Head of the Section/Institution/Department, etc. on grounds of ill-health of the employee.

(2) Earned Leave

This leave is earned by an employee at the rate of 2½ days for each completed month of service. An employee can be granted this leave subject to the maximum of 120 days. Leave salary admissible during earned leave is equal to the pay drawn immediately before proceeding on leave.64

64. Andhra Pradesh Leave Rules 4(D)(i).
3. Medical Leave

The Medical Leave will be granted at the rate of 20 days for every completed year of service. This leave is granted on medical certificate only.

4. Special Disability Leave

This leave will be granted to Tirumala Tirupati Devasthanams employees who are disabled by injury (permanent or temporary) caused in, or in consequence of due performance of his official duties. This leave is granted only on Medical Certificate and maximum leave of 24 months will be granted. During leave period, 50 per cent of pay drawn immediately before proceeding on leave, will be paid.

5. Study Leave

It will be granted only to join scientific or technical courses. Study leave will be granted for a maximum period of two years only. Leave salary is equal to half of the average pay drawn by an employee before proceeding on study leave.

6. Maternity Leave

Maternity leave is granted to married women employees of Tirumala Tirupati Devasthanams. The maximum period of leave granted under this head is 90 days. A medical certificate should be enclosed to the leave application.
7. Hospital Leave

This leave is granted on medical certificate to all last grade servants and others whose job/work exposes them to special risk of accident or illness. This leave is granted for a maximum period of six months only. Half pay is allowed during leave period.

8. Extraordinary Leave

This leave is sanctioned for treatment of diseases like T.B., Leprosy, Cancer, etc. It can be sanctioned without limit. Full pay is allowed during this leave period.

9. Quarantine Leave

This leave is granted for a period not exceeding twenty one days for the employees if the employee or his wife or children suffer from infectious diseases like small-pox, chicken-pox, measles, etc. To avail this leave, a medical certificate has to be produced from the Municipal Health Officer. During this leave period, full pay is allowed to the employees.

PENSION RULES

The Tirumala Tirupati Devasthanams servants are governed by Andhra Pradesh Liberalised Pension Rules 1961, which have come into force on 1-4-1961 [Rule I(2)].
The following are the different kinds of pensions that are granted under the Liberalised Pension Rules to the Tirumala Tirupati Devasthanams employees in respect of their Service [Rule 3].

1. Superannuation Pension.
2. Retiring Pension.
3. Invalid Pension.

1. **Superannuation Pension**

A superannuation pension is granted to an employee on attaining the superannuation age. The age of retirement is fifty eight years in case of all employees except those employed in last grade service. Their age of retirement is sixty years.66

2. **Retiring Pension**

A retiring pension is granted to an employee who may retire at any time after completing twenty five years of qualifying service.67 A Tirumala Tirupati Devasthanams employee who wishes to retire after completing twenty five years of qualifying service has to give a notice in writing to the management, at least three months before the date on which he wishes to retire.

3. Invalid Pension

The invalid pension is awarded on retirement to an employee who by bodily or mental infirmity is permanently incapacitated for Tirumala Tirupati Devasthanams service. 68

4. Compensation Pension

A compensation pension is granted to Tirumala Tirupati Devasthanams Officer who is selected for discharge, due to abolition of his permanent post and who could not be appointed to another post of equal status as of his own post and who does not accept another appointment. 69

Qualifying Service for Pension

The following three conditions must be satisfied for reckoning the service to qualify for pension:

1. The service must be under Tirumala Tirupati Devasthanams.
2. The service must be paid under Tirumala Tirupati Devasthanams.
3. The Tirumala Tirupati Devasthanams employee should hold a substantive Office on a permanent establishment on the date of his retirement.

68. Article 411 of A.P.Pension Code.
When the above conditions are satisfied, the service qualifying for pension will be arrived at with reference to the following provisions:

1. The service rendered after completing the age of eighteen years only will qualify for pension but in the case of last grade employees, the service rendered after completing the age of sixteen years counts for pension.  

2. The period of training which is treated as duty; counts as qualifying service for pension.

**Emoluments**

The following emoluments drawn by an employee immediately before his retirement will count for pension.

1. Substantive Pay in respect of a permanent post.
2. Officiating pay in a higher permanent post.
3. Personal allowance.
4. Special pay attached to the post.


72. Article 486 (B) of A.P.Pension Code.
The following allowances do not count for pension: 73

1. Local allowances and deputation allowances
2. House rent allowance
3. Hill allowance

The pension is calculated on average emoluments basing on average ten months salary drawn by the employee before his retirement. 74

Every Tirumala Tirupati Devasthanams employee who retires will get a pension of $\frac{33}{80}$ of average emoluments of last ten months of service.

**GRATUITY**

In addition to pension, a Tirumala Tirupati Devasthanams employee is admissible to a gratuity, subject to a minimum of twelve months emoluments and a maximum of Rs.24,000.

**FAMILY PENSION**

A family pension shall be granted to the family of a Tirumala Tirupati Devasthanams servant who dies while in service or after retirement, after completion of not less than twenty years qualifying service.

73. Article 488 of A.P.Pension Code.
The amount of family pension shall be as follows:

1. In the event of death while in service, one half of the superannuation pension which would be admissible to him had he retired on the date following the date of death.

2. In the event of death after retirement, half the pension sanctioned for him at the time of retirement.

The nomination for family pension shall be made in favour of any or all of the members mentioned below [Rule 61].

1. Wife, in the case of a male Tirumala Tirupati Devasthanams employee.

2. Husband, in the case of woman Tirumala Tirupati Devasthanams employee.


4. Brothers below the age of 18 years, and unmarried and widowed sisters (including step brothers and step sisters).

4. Father

5. Mother.

In the absence of a nomination, the family pension shall be paid in the following order:
1. The surviving widow or husband as the case may be;

2. Failing (1) above, the eldest surviving son;

3. Failing (1) & (2) above, the eldest surviving unmarried daughter.

4. Failing (1) & (3) above, the eldest widowed daughter, family pension will be paid as follows:

i) Where the grantee is the wife or the husband of the deceased employee, till her or his death or where she marries, till such remarriage.

ii) Where the grantee is an unmarried minor daughter till she attains the age of 21 years or marriage, whichever event occurs earlier.

iii) Where the grantee is a minor son, till he attains the age of 18 years.

We have so far discussed the various aspects of personnel management in Tirumala Tirupati Devasthanams. Factual analysis of various facets of hereditary services, archakas, constitutional legal frame work of TTD, manpower planning, organisation & development, recruitment, disciplinary action, leave rules, gratuity, pension rules and other important aspects of personnel management are discussed at length in this chapter.

In the chapter that follows, various problems experienced by the employees in the arena of personnel management in TTD viewed from the angles of employees are discussed.