CHAPTER TWO
In this chapter the origin and growth of the Tirumala Tirupati Devasthanams has been discussed. Brief profiles of the various institutions, organisations, departments, etc., working under the administrative control of Tirumala Tirupati Devasthanams organisation have also been provided. Summarized data relating to the organisational, structural, functional set up, the classification of the work force and the finances of Tirumala Tirupati Devasthanams have also been provided in this chapter. The researcher feels that all this data will serve as a good background for a critical evolution of the various facets of personnel management in Tirumala Tirupati Devasthanams. A discussion of the organisational structure, work force distribution, the resources position and wage structure prevailing in these institutions will be a prerequisite for any meaningful discussion of different problems of personnel management in any institute.

A PROFILE OF TIRUMALA TIRUPATI DEVASTHANAMS

A. HISTORY OF TIRUMALA TIRUPATI DEVASTHANAMS

Tirumala and Tirupati are places known to many people in India, particularly Hindus. TIRUPATI is the abode of Lord Venkateswara, worshipped by millions of devotees throughout the country. Few shrines have influenced so much the culture and the tradition of
the country as the one on the Seven Hills (Tirumala). The sacred shrine of Sri Venkateswara with its hoary past has been the bastion of faith for the devotees. This temple, is perhaps the oldest religious institution, claiming its history extending over a period of 1300 years as per the available recorded evidence. On an average, 30,000 to 40,000 pilgrims throng the Tirumala shrine daily. The annual income of Tirumala Tirupati Devasthanams from offerings alone are estimated at about Rs.50 crores as per the latest information available.

Location

The Eastern ghats run close to the coast upto the river Krishna and then take an inward bend, then break off into three ranges, one running along the coast upto Ponneri, another running into Kurnool and Anantapur districts, and the third are central range starting in Kurnool and meeting the hills round about Tirupati. These ranges form almost a mountain wall stretching from the Mysore Plateau in the West, to Ponneri in the East. This constituted, the ancient border between the Tamil country in the South and VADUGU (by which name the modern Kannada and Telugu

speaking region was then known) to its North. VENGADAM or the Tirumala Hills was a prominent out-post on this border.

The Puranas compare the central range mentioned above to a huge recumbent serpent and locate the Mallikarjuna temple of Srisailam to its tail. The Narasimha temple of Ahobilam is believed to be located on its back and the Sri Venkateswara temple of Tirumala, on the back of the hood and the Kalahastheeswara temple of Sri Kalahasthi, at the opening of the mouth.

The Tirumala Hill range has seven principal peaks. On Seshachalam stands the temple and the whole range is often called after this principal Hill. The other Hills are called Anjanadri, Garudadri, Venkatadri, Narayanadri, Vrishapadhri and Niradhri. It is beyond the imagination of historians when exactly the image of the Lord was installed. There is a firm belief that it is not an installed image but Lord Vishnu himself took that shape i.e., 'Swayambhoo' to preside over the Kaliyuga. Sri Venkateswara can be said to be VYAKTHA, AVYAKTHA Vishnu.²

There are more than 1000 inscriptions on the walls of Sri Tirumala temple dating back to seventh century, which reveal that almost all the kings of

the south were devotees of Lord Venkateswara. Thondaman Chakravarthi, it is reported, was a great devotee of Lord Venkateswara. This is revealed in "thokappiam" a Tamil work of second century B.C. It is reported that it is the Vijayanagara rulers that have developed this temple so much. A good number of references are made in the inscriptions in Tirumala temple that King Vijendra Vikrama in 813 A.D. to Sadasivaraya 1540-60 A.D. were the devotees of the Lord of Seven Hills.

The temple of Sri Venkateswara reached the acme of its glory in the reign of the illustrious emperor Sri Krishnadevaraya of the Thuluva dynasty of Vijayanagara (1509 - 1529 A.D). Sri Venkateswara was the patron deity of this monarch. On every important occasion, the Raya visited Tirumala and obtained the blessings of the Lord. His first visit to the temple was on 10th February 1513. Inscriptions record eight visits of this monarch to this temple. On every occasion, the King visited the temple, he gave highly valuable gifts to Sri Venkateswara.

Tirumala, the abode of bliss is in the Eastern ghats at an altitude of 3,000 feet above the sea level with a maximum temperature of 98°F and a minimum of 54°F.

Tirupati on the plains is itself a pilgrimage centre, as the temple of Sri Padmavathi i.e., Alivelumanga the consort of the Lord, is situated in Tiruchanour about 5 Kms, from Tirupati and Sri Kalyana Venkateswaram temple is situated at Srinivasa Mangapuram, 10 Kms, from Tirupati. Sri Govindaraja temple is in the centre of Tirupati town. Sri Kapileswara temple is situated one and half Kms to the north of Tirupati town on the eastern bank of Kapilatheertham tank. Sri Kondandaramaswamy temple is also located in the heart of the town.

Five inscriptions, one found in the Kapilaswamy temple and the other four found round the tank below, help us to trace the history of this temple and of Tirupati town.5

According to one of the inscriptions, a village known as, 'Kothuru' seems to have been in existence for a long time before Tirupati came into existence and flourished at least upto the time of Achyutharaya. Later in 16th century, this village came to be called "Ramanujapuram". Sri Venkateswara temple gained a lot of popularity in the area and a large number of Vaishnavas gradually settled down at Tirupati. Ramanujapuram was renamed 'Sripathipuram'. In course of time,

as the number of Tamil Vaishnavas increased, Sripathipuram was rechristened as Tirupati (Thiru in Tamil means SREE).

It is very difficult to determine the date of this temple. There is no direct evidence to help us in this task and any attempts in this direction must therefore be based upon inferences only. Inscriptions found in the temple, refer to only its renovation and rebuilding and the additions made subsequently to the original structure. The earliest mention of Sri Venkateswara in the epigraphs is in connection with the proxy temple 'Tiruvaikayakoil' - at Tiruchanoor and not in association with the temple on Tirumala or Vengadam. A renovation made in the 13th century was so done as to preclude a view of the original sanctum. The vaishnava Alwars who flourished during the later Pallava period, sang hymns in praise of many Vishnu shrines in South India. The Vaishnava Alwars sang the hymns of the Lord, but not of the temple. The earliest inscription, found at Tirumala, records the birth of Bana - Prince, named Vijayadhithya who flourished during the first half of the 9th century A.D. The first mention of the temple on the hill is to be found in an inscription attributed to 970 A.D. in connection with the consecration of a silver image named 'Manavalla Perumal'. This inscription indicates the
existence of the Garbha Griha and the Antharala at this time. It may be concluded that a shrine with Garbha Griha and Antharala existed in the 8th century A.D. at the latest.

Tirumala is regarded as the most sacred place on earth by all Hindus. There are innumerable legends in respect of every spot on the hills. There are several theerthams at various places on the Hills, all of them being very sacred. The chief among them are, 'Swamipushkarini', 'Papayinasanam', 'Gogarbham' and 'Vaikunta Theertham'. If there is any place in India where pilgrims pour in throughout the year, in large numbers from all quarters of the country, it is Tirumala. The resident population of Tirumala (the township of the Hill) was estimated at 35,000 as on 31st March 1985.

The day in Tirumala temple commences with the 'Suprabhatham' - a pre-dawn seva meant to awaken the Lord from His 'Yoga Nidhra' (deep slumber). The priest and the torchbearer enter the sanctum sanctorum and the Golden doors are closed behind them. The 'Bhoga Sreenivasaamoorthy' is then moved from his Bed Chamber to the Sanctum and sanctorum. Harathi, milk and butter are offered to the deity. The pundits recite the Suprabhatha verses composed by a 15th century composer 'Prathivadhi Bhayankara Mannan' on the completion of
the recitation, the golden doors are thrown open, signalling the beginning of the day's activities in the shrine.

One of the important festivals celebrated in Tirumala is 'Brahmotsavam' the belief is (substantiated by what is narrated in Puranas) that Lord Brahma Himself comes to Tirumala during Brahmotsavam and performs the festival.

Tirumala - the 'Kaliyuga Vaikuntam' goes gay, adds glitter in all its splendour during the annual Brahmotsavam, normally held during October every year.

There are four main pathways leading to Tirumala, two well-laid asphalt motorable ghat roads and two 'sopana margas' flight of steps. The older ghat road is used by vehicles coming down from the hills and the second ghat road which was opened in 1975 is used for the upgoing vehicles. There is ancient 'sopana marga' about 11 Kms, in length from the foot of the hills (that is from 'Alipiri') used by the pilgrims who come up hills on foot. There is yet another short but steeper route from Chandragiri side, which is about 6 Kms only from the foot of the hills.

The foot paths are electrified for the convenience and safety of the pilgrims and are well maintained.
There are mandapams enroute the pathways, serving as resting places. The pathways are patrolled by the local police and also by the Tirumala Tirupati Devasthanams security personnel. Drinking water is provided along the routes. The sanitary staff of the Tirumala Tirupati Devasthanams take every step to keep the pathways clean and tidy. Most of the pilgrims resort to walking by sopanamarga, commencing from Alipiri, the second pathway from chandragiri side is mostly used by the local people and traders.

The first ghat road from Tirupati to Tirumala was laid in 1944 at a cost of about Rs.30 lakhs. Its length is about 19 Kms. The second ghat road was laid and opened for traffic in 1975. It was constructed at an estimated cost of about Rs.70 lakhs and its length is about 22 Kms. These ghat roads resulted in attracting more and more pilgrims. The transport which was originally being run by the Tirumala Tirupati Devasthanams was handed over to the Andhra Pradesh State Road Transport Corporation in the year 1977. These ghat roads with buses plying frequently are a boon to the pilgrims. The ever-increasing influx of pilgrims at Tirumala is mainly due to this road facility and bus frequency.
Under the Andhra Pradesh Endowments' Act 1966, the Government Order No.406 (Panchayat Raj) dated 20-4-1976, constituted Tirumala into a Panchayat Village and extended certain provisions of the Andhra Pradesh Gram Panchayat Act, 1974 to it. Consequently the Executive Officer of Tirumala Tirupati Devasthanams is exercising all the powers vested in him under the Andhra Pradesh Gram Panchayat Act 1964. The Executive Officer delegated all these powers to the Health Officer, who is stationed at Tirumala, with a view to facilitate an effective civic control over the area. Provisions of the various other Acts such as Village Panchayat Act, District Municipalities Act, the Madras Public Health Act, Prevention of Food Adulteration Act, were made applicable to this area and a special provision in the H.R. & C.E. Act 1951 enabled the Executive Officer of Tirumala Tirupati Devasthanams to exercise the powers vested in the Executive Authority in implementing the provisions of the extended Acts. The activities of the Health Department of Tirumala Tirupati Devasthanams at present include - 1) general sanitation; 2) anti-malaria work 3) issuing of licences for dangerous and offensive trades, subject to fulfilment of certain conditions laid down in the respective statutes (under A.P.Gram Panchayat Act); 4) control of epidemics; 5) prevention of food adulteration; and 6) non-public health subjects like dealing with encroachments, building regulations and control of begger menace.
Prior to 1979, the administration of Tirumala was in the hands of the Health Officer. In 1979-80, it was transferred to Reception Officer-III, who is in charge of panchayat administration and collection of rents from the employees occupying quarters, etc. Now Tirumala is being totally maintained and managed by Tirumala Tirupati Devasthanams. The A.P.H.R. & C.E. Act 1966 was in force till 1979. In 1979, a separate Tirumala Tirupati Devasthanams Act No.20 of 1979 has come into force. With the enactment of TTD Act No.20 of 1979, various other Acts like A.P. Endowments Act, Estates Regulation Act 1870, the Religious Endowments 1863, the Charitable Endowments Act 1870, the Charitable Religious Act 1920, Sections 92 and 93 of the Code of Civil Procedure 1908 and A.P. Charitable and Hindu Religious Institutions and Endowments Act 1966 have become redundant.

B. MANAGEMENT OF TIRUMALA TIRUPATI DEVASTHANAMS BY KINGS AND RULERS

Religious and Charitable Institutions in India have attracted the royal patronage from early times. It was clear from various historical records that the Hindu rulers exercised supervision over the temples, and the administration of their endowments had always been considered as one of the primary functions of
the rulers. The kings exercised control over the religious institutions and endowments through their officers. The temples of Tirumala and Tirupati were directly under the successive control of the kings and emperors of different regimes. There were numerous inscriptions referring to the receipt of a stream of royal benefactions by the temple from 813 A.D to 1660 A.D.

The Tirumala Tirupati region is situated in what was familiarly known as "Thondamandalam" for a long time and as "Carnatic" in the later times. The early history of this region is lost in obscurity and only a few glimpses can be obtained.

In the first century A.D., Vengadam was inhabited by an uncivilised tribe of hunters known as the Kalvar. Their Chieftain was Pully, who was a fierce and powerful master.

To the north of Tondamandalam, there flourished the Great Andhra Satavahana empire, Goutamiputra Satasharni - the great king of this family ruled between 78-102 A.D. Tondamandalam was included in the Satavahana empire towards the end of 1st century A.D.6

At the beginning of the 3rd century A.D., Thondamandalam and its neighbourhood were under the domination of Nagas.

**Pallava Period 260-900 A.D.**

The age of Pallavas constitutes the first important landmark in the history of Thondamandalam and Tirumala Tirupati region, which was included in it, the founder and first ruler of the dynasty was Simhavarman, alias Virakurcha.

**The Chola Period 900-1250 A.D.**

Thondamandalam became part of Chola empire after its conquest by Aditya-I and remained so till about the middle of the thirteenth century.

The earliest record available here is that of Parantaka-I (1-12) (907-955) dated in the 29th year of his reign. Aditya-II was Vice-Roy of Thondamandalam, for nearly 15 years commencing from 956 A.D.

The power of Cholas declined about the middle of 13th century and the Pandiyas became the rulers of Thondamandalam.

**The Transition Period 1260-1360 A.D.**

Thondamandalam was included in the Vijayanagara empire right from the time of its establishment in 1336 A.D. During this period, the Yadavarayas were
the most important local chieftains in the Tirumala Tirupati Region. They were intimately connected with the temples of this area and made valuable benefactions to the temples.

**Period of Vijayanagara Rule 1336-1680 A.D.**

Thondamandalam was included in the Kingdom of Vijayanagara from the time of its foundation and continued as a part of it till the time of its fall. The period of the rule of the Sanyama, Salva, Thuluva and Aravid dynasty of Vijayanagaram constitutes the most brilliant era in the history of Tirumala Tirupati region and of its temples.

The temples of Sri Venkateswara reached the zenith of their glory during the reign of the illustrious emperor Krishnadevaraya of Thuluva dynasty of Vijayanagara (1509-1529 A.D). Sri Venkateswara was the patron deity of this monarch. His first visit to the temple was reported to be on 10th February 1513. The inscriptions in the temple revealed that Sri Krishnadevaraya visited the Tirumala temple eight times ranging from 1513 to 1521. Rani Thirumala Devi (consort of Krishnadevaraya) presented a golden bowl on 10th February 1513 to the Lord. This bowl even now is used for offering milk to the Lord after the night worship. The statues of Sri Krishnadevaraya and his consorts Thirumaladevi
and Chinnadevi were installed in Tirumala temple to commemorate their services to the Lord of Seven Hills.

**Muslim Rule 1650-1800 A.D.**

The Tirumala Tirupati region was conquered by the Sultans of Golkonda by about the middle of the 17th century and remained under the Muslim Rule for about a century and a half.

**Rule of the Company 1801-1843 A.D.**

Not willing to undertake the responsibility of the temple, the East India Company handed over the Management of the temples of Tirumala Tirupati to Mahants in 1843 A.D.

The Government of Madras, took over the administration of the temples at Tirupati Tirumala in 1933 A.D. and handed over the same to a Board of Trustees. With the formation of Andhra Pradesh on 1st November 1956, these temples came under the administrative control of the Government of Andhra Pradesh with effect from the said date.

Thus the temples of Tirumala and Tirupati were directly under the control of rulers of the country from the time history was recorded. There are numerous inscriptions referring to the receipt of a stream of
Royal benefactions by the temple from 813 A.D. down to 1540 A.D. After the fall of the Hindu kings, the management fell into the hands of Sultans of Golkonda and Nawabs of Arcot. After the advent of the British rulers the management of the temple passed into the hands of East India Company in 1801. Mr.G.Sratton, the then Collector of North Arcot in 1803, after a thorough enquiry submitted a detailed report to the Board of Revenue, Government of Madras on 31-1-1803, explaining the various sources of income for Tirumala Tirupati temple. He made several recommendations and suggestions with regard to the management of the Tirumala Tirupati temples.

In pursuance of the recommendations of Mr.G.Sratton, the task of collecting revenue due to temple was entrusted to the Thasildar, Tirupati. Subsequent to passing of the regulations VII of 1817 of the Madras Code, the management of the Tirumala Tirupati temples was vested with Board of Revenue, Government of Madras. The Board in its turn, delegated this authority to the District Collector. It is reported that substantial amounts of donations (computed at more than Rs.2 lakhs) were received every year from pilgrims pouring into Tirupati from all over the country.
These temples were then managed as per well defined rules contained in "Bruce's Code" drawn up in 1821 for the management of the Tirumala Tirupati Devasthanams and based on the previous usages. The parapathyudar was made Joint Treasury Officer; along with the Thasildar, the Jeeyangar, was associated with the administration of all religious matters in the temple. In pursuance of a directive received from the Court of Directors in 1841, prohibiting all sorts of interference by the Government officials in the administration of religious institutions in the country, the management of the Devasthanams was transferred in 1843, by a Sannadh (decree) to the head of the Hathiramjee Mutt, Tirupati. The successive Mahants held the office of the Vicharana-kartha (Manager). A number of allegations of mismanagement, misuse and abuse of powers and misappropriation of funds etc., were levelled against the Mahant in charge of the administration of the temple. Several suits were filed in different courts of Law against the Mahant. There was a lot of litigation between the Mahant and the aggrieved parties in District Courts and other higher level appellate courts such as High courts, Federal court, privy council. Finally a scheme of administration was framed by the then Government of Madras as per
the directions of the then privy council (the then supreme appellate authority for all matters of dispute in India) in 1927. The enunciation of the scheme was followed by the enactment of Madras Hindu Religious Endowments Act (Act II of 1927).

Management by Mahants

During the regime of Mahants, the income of the temples steadily increased and by 1930 it reached a high level of Rs.11 lakhs. Inspite of this steep rise in the revenues of the temple and administration of the temple according to the new statutes, there were several complaints lodged against the temple management. It was reported that there was not much improvement in the administration of the temple. Hence attempts were made to restructure and reorganise the administration of the temple. As a consequence the Tirumala Tirupati Devasthanams Act of 1932 was passed by the then Government of Madras.

Management under the State Acts

The Tirumala Tirupati Devasthanams Act 1932 (Madras Act XIX of 1933) vested the administration of the Devasthanams in a committee and a separate commissioner was appointed for the purpose by the then Government of Madras. The Tirumala Tirupati Devasthanams Act 1932 was superseded by the passing of

The Board of Trustees is the supreme authority for the administration and management of the temple affairs and properties, etc. The Act provides for the Constitution of a Civic Committee to look after all the civic problems of Tirumala. The Chairman of the Tirumala Tirupati Devasthanams Trust Board will be the ex-officio Chairman of the Civic Committee. Executive Officer is the ex-officio member of the Civic Committee. In addition to the Chairman and the Executive Officer, there will be four more members, on the Civic Committee to be elected by the residents of Tirumala. The top administrative set up of Tirumala Tirupati Devasthanams under 1966 Act was as follows:

GOVERNMENT OF ANDHRA PRADESH

COMMISSIONER OF ENDOWMENTS

BOARD OF TRUSTEES

EXECUTIVE OFFICER
On May 18, 1979, the Government of Andhra Pradesh promulgated the Tirumala Tirupati Devasthanams Ordinance No.10 of 1979 which was subsequently replaced by the Tirumala Tirupati Devasthanams Act 20/1979. The reasons for enactment of a separate Act for Tirumala Tirupati Devasthanams is summed up below:

1. The Government felt that, the provisions of 1966 Act, were not helpful to take quick decisions and as a result, several administrative bottlenecks were created.

2. By 1979, the Tirumala Tirupati Devasthanams became a major religious institution in the State, with lots of properties and incomes and this has compelled the Government to enact a separate legislation for effective administration.

3. The full control and supervision by the Commissioner of Endowments had been, in fact, working as an administrative obstacle in Tirumala Tirupati Devasthanams, which is a big organisation. The new Act 20/1979 was intended to remove these bottlenecks and ensure better administration of Tirumala Tirupati Devasthanams. After passing this Act, the HR&CE Act of 1966 has become redundant.
Objectives and Functions of the Tirumala Tirupati Devasthanams under the New Set Up

The management, administration and organisation of Tirumala Tirupati Devasthanams is subject to the guidelines issued by the Government of Andhra Pradesh from time to time, the salient features of these guidelines are summed up below:

i) giving encouragement and assistance to, and propagote Hindu religion;

ii) construct prayer halls and kalyana mandapams in several places in Andhra Pradesh;

iii) disseminate information about the pilgrimage to the various shrines and publish mythological and spiritual books and sell them at subsidised rates;

iv) adopt certain villages, near Tirupati for development;

v) provide all the required facilities to the pilgrims, who visit Tirumala and Tirupati Devasthanams;

vi) provide relief to the ailing and sick people by constructing poor homes and hospitals;

vii) undertake welfare programmes for the benefit of employees of the Tirumala Tirupati Devasthanams;

The set up of top management of Tirumala Tirupati Devasthanams under the provisions of the latest legislation (1979 Act) is as follows:
Tirumala Tirupati Devasthanams Board

The Andhra Pradesh Government constituted a separate Board for the administration of Tirumala Tirupati Devasthanams, called "The Tirumala Tirupati Devasthanams Board". The Board consists of thirteen members including the Chairman, appointed by the State Government. The other 12 members are:

1) The Andhra Pradesh Endowmenets Commissioner Ex-Officio Member
2) The Executive Officer, Tirumala Tirupati Devasthanams Ex-Officio Member Secretary
3) Members of the State Legislature (not less than three)
4) One person belonging to the Scheduled Castes;
5) One Woman Representative.

According to the 1979 Act, those persons who profess Hinduism only can be appointed as members of the Tirumala Tirupati Devasthanams Board.
The functions of the Tirumala Tirupati Devasthanams Board are:

1. The general superintendence of the Tirumala Tirupati Devasthanams administration.

2. To review the administration from time to time and approve the budget, having due regard to public interest, the services and amenities to be provided and the safety measures to be undertaken for the pilgrims visiting Tirumala.

The Board will lay down the guidelines of the policies to be followed, of course, within the framework of the TTD Act 20/1979. The policy matters which the Board can consider and arrive at a decision are listed out below:

1. Accommodation to the pilgrims visiting Tirumala and Tirupati.

2. Protected water supply, sanitation, electricity and other allied matters like catering, etc.

3. Construction of roads and communications to facilitate the transport of pilgrims to Tirumala.

4. Safety to pilgrims and their properties.

5. Medical and Health facilities.

6. Systematising the arrangements for darshan and worship of the Lord.
7. All other such matters of policy on general administration of the Tirumala Tirupati Devasthanams having due regard to the public interest, services and amenities provided, and the welfare and safety measures to be undertaken for the pilgrims visiting Tirumala.

8. The Board will approve the budget placed by the management committee with or without modification, not later than the last working day in February, every calendar year.

9. The Board will review the budget and pass remarks if any and submit a report to the Government.

_Tirumala Tirupati Devasthanams Management Committee_

The 'Tirumala Tirupati Devasthanams Management Committee is constituted by the Government. The Committee consists of five members.

1. The Chairman of the Tirumala Tirupati Devasthanams Board
   Ex-Officio Chairman of the Committee

2. The Endowmenets Commissioner
   Ex-Officio Member

3. The Executive Officer
   Ex-Officio Member

4. Two other members of the TTD Board to be nominated by the State Government.
The Tirumala Tirupati Devasthanams Management Committee is a body corporate having perpetual succession and a common seal with a power to acquire and dispose of properties and shall sue and be sued by the said corporate name.  

Under Section 7 of the Tirumala Tirupati Devasthanams Act of 1979, the administration of the Tirumala Tirupati Devasthanams shall vest in the Committee. The Committee shall manage the properties, funds and affairs of Tirumala Tirupati Devasthanams and arrange for the conduct of daily worship and ceremonies and festivals in every temple according to its custom and usage. It has the power to fix the fees for the performance of the Archana, ritual utsavams or any service, connected with the Tirumala Tirupati Devasthanams. The committee has the power to call for information and account, as may in its opinion be necessary, for reasonably satisfying itself that the Tirumala Tirupati Devasthanams is properly maintained and the endowments apportioned for the purposes for which they were funded.

The committee will fix up 'dittam' (the schedule of articles and other requirements of worship in connection with the daily 'Dhoopa', 'Dheepa', 'Naivedyam',

7. Tirumala Tirupati Devasthanams Act 20/1979
8. Ibid.
'Pachikam', 'Periyarikam' and other general, special or periodical services, ceremonies, or observances, in Tirumala Tirupati Devasthanams temples) and exercise general superintendence and control over the administration of the Tirumala Tirupati Devasthanams in the light of the broad policies laid down by the Board. The Management Committee shall meet not less than once in a month at Tirumala or at any other place. It can also meet on any other day in a month, in case there is any express need; if there is any vital issue to be discussed urgently, it can meet at any other place and date. The meeting will be convened by the Executive Officer, who is an ex-officio member. Notice of the meeting specifying the date, time and place along with the copy of the agenda shall be sent by the Executive Officer, at least seven days before the date of the meeting, by certificate of posting, to the usual place of residence of the members. In case of emergency meeting, the ex-officio member may convene the meeting on giving a notice through telegram at least two days in advance.

The Management Committee shall go through the budget proposals presented by the Executive Officer and place them before the Board for approval. Likewise, the Committee will have to submit to the Board an administrative report on the Tirumala Tirupati Devasthanams affairs during the current year within three months after the closure of the financial year.
Any enterprise is directed towards specific goals. In the case of personnel management, the goal may be to optimise the effectiveness of human resources.\textsuperscript{9}

Any organisation is a mechanism with which the management directs, co-ordinates and controls the activities of man, machine, money and material - the four Ms. This mechanism may be likened to the steering mechanism of a motor vehicle. If the steering mechanism is faulty, or if it is improperly operated, the vehicle is apt to go off the course. Similarly, if an organisation is poorly designed or is lacking in the personnel leadership, an enterprise may fail in accomplishing its objectives.\textsuperscript{10}

There are three kinds of work which must be performed whenever an organisation comes into being i.e., 1) division of labour; 2) combination of employees; 3) co-ordination of the work, the people, and the relationship between them - these are known as fundamentals in every successful organisation.


\textsuperscript{10} Hilgirt, H : 'Problems and Policies in Personnel Management', 1972, P.121.
The Tirumala Tirupati Devasthanams management is mainly a pilgrim facility oriented management. The objectives and goals of Tirumala Tirupati Devasthanams are:

i) providing all facilities to the devotees who visit Tirumala;

ii) maintaining the religious sanctity of the Tirumala temple; and

iii) preaching Hindu religion.

One of the important functions of Tirumala Tirupati Devasthanams management is to provide accommodation to pilgrims/devotees who visit Tirumala. It must be ensured that the pilgrims can have darshan of the Lord, maintaining the queue moving in an uninterrupted fashion. Apart from this, ensuring adequate safety to the pilgrims and their belongings, providing medical aid, sanitation and water facilities to the pilgrims are the other important responsibilities of Tirumala Tirupati Devasthanams organisation.

To achieve the above mentioned objectives, Tirumala Tirupati Devasthanams has built up a vast network of organisation and management both at Tirupati and Tirumala. All the important offices of Tirumala Tirupati Devasthanams are accommodated in the "Administrative Building" (Central Office) of Tirumala Tirupati Devasthanams in Tirupati. The administration of Tiru-
mala Tirupati Devasthanams, prior to the passing of TTD Act of 1979 was under the control of TTD Trust Board. After the passing of the TTD Act of 20 of 1979, the administration of TTD is vested with the Management Committee. The Executive Officer is the Chief Administrative Officer who implements the decisions of the TTD Board and the Management Committee. He is responsible for proper maintenance and custody of the records and properties of Tirumala Tirupati Devasthanams. He shall also arrange for proper collections of offerings made in all the temples of Tirumala Tirupati Devasthanams.

An idea of the administrative set up of Tirumala Tirupati Devasthanams can be had from a careful perusal of Chart No.2.1. It can be observed from Chart No.2.1 that the Andhra Pradesh Government is at the top of the management, which constitutes the Board and the Management Committee.

The different positions occupied by different officials in the organisational hierarchy can be understood from a glance at the Chart No.2.1.

The following are the Heads of Departments in Tirumala Tirupati Devasthanams organisation, viz.,

1) Chief Engineer;

2) Five Executive Engineers; (for 5 separate departments of engineering such as civil, electrical & mechanical, water works, etc.)
3) Deputy Executive Officer (Special Grade)

4) Three Deputy Executive Officers (Services, General & Tirumala)

5) Devasthanam Law Officer;

6) Financial Adviser & Chief Accounts Officer;

7) Chief Accounts Officer;

8) Marketing Officer;

9) Welfare Officer;

10) Senior Medical Officer;

11) Health Officer;

12) Principals of Colleges;

13) Press Manager;

14) Garden Superintendent;

15) Superintendent, S.V. Dairy Farm;

16) Special Officer, S.P.W.Polytechnic;

17) Public Relations Officer;

18) Security and Vigilance Officer;

19) Devasthanam Educational Officer;

20) Special officer (Museums);

21) Special Officer (Kalapeetam);

22) Co-ordinator, Religious Education Centre;

23) Conservator of Forests;

24) Special Officer, Canteens.

The following are the sectional heads:

1) Forest Range Officers;

2) Headmasters of all Schools;

3) Manager, S.V.Bala Mandir;
4) Special Officer, Deaf & Dumb School;
5) Grade-II Engineers;
6) Reception Officers (Tirupati & Tirumala);
7) Editor (TTD Publications);
8) Depot Manager (Transport);
9) Accounts Officer;
10) Devasthanam Revenue Officer;
11) Inspection Officer;
12) Treasurer;
13) Jewellery Special Officer;
14) Parakamani Officers;
15) Peishkar, Sri Tirumala Temple;
16) Peishkar, Sri Tirumala Temple Potu;
17) Peishkar, Complaints Cell;
18) Peishkar, Vaikuntam Queue Complex;
19) Manager, Andhra Ashramam, Rishikesh;
20) P.A. to Executive Officer (Establishment);
21) P.A. to Executive Officer (General);
22) P.A. to Executive Officer (Enquiries);
23) P.A. to Deputy Executive Officer;
24) Peishkar, Local Temples;
25) Stapathy;
26) Medical Officers;
27) Radio Engineer;
28) Medical Officers (B&D Type Quarters, Tirumala);
29) Superintendent, S.V. Sculpture Centre;
The various institutions, temples and departments etc., managed by Tirumala Tirupati Devasthanams are listed out below.

**List of Tirumala Tirupati Devasthanams Temples**

I. Sri Venateswara Swami Temple Complex on Tirumala Hills has 6 sub-temples in addition to the main temple wherein the image of Lord Venkateswara is installed.

1. Sri Varahaswami
2. Sri Bhashyakarulavari Temple No.1.
3. Sri Bedi Hanumantharayawamy
4. Sri Kshetrapalaka
5. Sri Deva Bashyakarlu
6. Sri Anjaneyaswami (in front of Sri Varahaswami)

II. Sri Govindarajaswamy Temple Complex in Tirupati has 18 sub-temples, in addition to the main temple of Sri Govindarajaswamy.

1. Sri Saley Nancharamma
2. Sri Chodikodutta Nancharamma (Sri Andal)
3. Sri Modal Alwar
4. Sri Chakrtha Alwar
5. Sri Madhurakavi Alwar
6. Sri Anjaneyaswami (near Dwajasthambham)
7. Sri Anjaneyaswami (Near Pedda Bugga)
8. Sri Manalala Mahamuni
9. Sri Sri Nammalwar
10. Sri Sri Vedanta Deekshitulu
11. Sri Woolu Alwar
12. Sri Tirumala Nambi
13. Sri Bhashyakarulu No.II
14. Sri Tirumangai Alwar
15. Sri Kuratu Alwar
16. Sri Sanjeevarayawswami
17. Sri Parthasarathy
18. Sri Venkateswaraswamy

III. Sri Kodandaramaswamy Temple at Tirupati.
IV. Sri Kapileswaraswamy Temple at Tirupati
V. Sri Padmavathi's Temple Complex has 3 sub-temples in addition to the main temple of Sri Padmavati Devi.
   1. Sri Krishnaswamy
   2. Sri Suryanarayanaswamy
   3. Sri Sundarajaswami

VI. Sri Kalyana Venkateswaraswamy Temple Complex at Narayanavanam has five sub-temples in addition to the main temple of Sri Kalyana Venkateswaraswamy.
   1. Sri Agastheeswaraswamy
   2. Sri Papeeswaraswamy
   3. Sri Avanakshiyamma
   4. Sri Veerabadrarwamy
   5. Sri Sakthivinayakar
VII. Sri Venkateswaraswamy temple at Mangapuram.

VIII. Sri Vedanarayanaswamy temple at Nagalapuram.

IX. Sri Chandramouleeswaraswamy and Sri Venkateswara Swamy temples in the Andhra Ashram at Rishikesh.

X. A number of other minor temples not attached to any of the main temples listed out above.

List of Educational Institutions Maintained by Tirumala Tirupati Devasthanams

1. Sri Venkateswara High School, Tirupati
2. Sri Venkateswara High School, Vellore
3. Sri Venkateswara High School, Tirumala
4. Sri Venkateswara Veda Patasala, Tirumala
5. Sri Venkateswara Upper Primary School, Tirumala
6. Sri Venkateswara Upper Primary School, Tirupati
7. Sri Venkateswara Nadaswaram School, Tirupati
8. Sri Padmavati Girls' High School, Tirupati
9. Sri Venkateswara Oriental High School, Tirupati
10. Nursery School attached to S.P.W.College, Tirupati
11. Sri Venkateswara Samskruth Agama Vidhya Kendram, Tirumala
12. Sri Venkateswara School for Deaf, Dumb and Blind
13. Sri Padmavathi Primary School (English Medium) Tirupati
14. Sri Venkateswara College for Men, Tirupati
15. Sri Padmavathi College for women, Tirupati
16. Sri Venkateswara College for Music and Dance, Tirupati
17. Sri Venkateswara Oriental College, Tirupati
18. Sri Venkateswara College, New Delhi
20. Sri Govindaraja Swamy Arts College for Men, Tirupati
21. Sri Venkateswara Junior College, Tirupati
22. Sri Padmavathi Women's Polytechnic, Tirupati
23. Sri Venkateswara Training Centre for Sculpture, Tirupati

List of other institutions

1. Sri Venkateswara Home for the disabled and Physically Handicapped, Tirupati (S.V.Poor Home)
2. Sri Venkateswara Balamandir, Tirupati

The various departments functioning at present in the Tirumala Tirupati Devasthanams organisational set up are as follows:

2. Engineering Department
3. Health Department
4. Medical Department
5. Transport
6. Press
7. Dairy Farm
8. Garden Department
Along with the increase in the size of the organization, the complexities of organisation have also been increasing in Tirumala Tirupati Devasthanams from year to year. This has made the Tirumala Tirupati Devasthanams Board to introduce scheme of greater decentralisation and delegation of more powers to lower level officers in the Tirumala Tirupati Devasthanams organisation. The year 1983 witnessed several such important changes in the administration and organisational set up of Tirumala Tirupati Devasthanams. All these changes are effected with a view to facilitate and speed up the process of administration and management of Tirumala Tirupati Devasthanams organisation.

**Organisational Set Up of Tirumala Tirupati Devasthanams**

The organisational set up of Tirumala Tirupati Devasthanams is according to the various norms laid
down in T.T.D. Act of 1979. At the top of this organisational hierarchy, we find the Government of Andhra Pradesh followed by Board, Management Committee and the Executive Officer.

**TIRUMALA TIRUPATI DEVASTHANAMS BOARD**

**Constitution of the T.T.D.Board**

The Tirumala Tirupati Devasthanams Board is constituted in accordance with the provisions of the T.T.D. Act No. 20 of 1979 of Chapter I - Section 4.

The details of the constitution of the Tirumala Tirupati Devasthanams Board have already been discussed earlier.

**Powers and Functions of the Board**

The Board shall, in addition to the powers vested and the functions entrusted to it by the Act, exercise such other powers and perform such other functions as may be prescribed in regard to matters of policy and general superintendence, and review the working of the administration of Tirumala Tirupati Devasthanams, having due regard to public interest and the services and amenities to be provided to, and welfare and safety measures to be undertaken for the benefit of pilgrims/

devotees/worshippers visiting Tirumala Tirupati Devasthanams.

Constitution of the Committee

The details of the constitution of the Management Committee of Tirumala Tirupati Devasthanams have already been discussed earlier.

Powers and Functions of the Committee

Subject to the provisions of this Act and the rules made there under:

i) The administration of the Tirumala Tirupati Devasthanams shall vest in the committee and the committee shall for this purpose, in addition to the powers conferred and functions entrusted to it by this Act, exercise such powers and perform such functions, as may be prescribed;

ii) The Committee shall manage the properties, funds and affairs of the Tirumala Tirupati Devasthanams and arrange for the conduct of the daily worship and ceremonies and of the festivals in every temple according to its custom and usage;


iii) The committee shall have power to fix fees for the performance of Archana, or any service or ritual or utsavam or ceremonies connected with the Tirumala Tirupati Devasthanams;

iv) The committee shall have power to call for such information and accounts as may in its opinion be necessary for reasonably satisfying itself that the Tirumala Tirupati Devasthanams are properly maintained; the endowments there of are properly administered and their funds are duly appropriated to the purposes for which they were meant and the Executive Officer or other officers in possession of such information or accounts shall, on such requisition, furnish such information and accounts to the committee;

v) The committee shall exercise general superintendence and control over the administration of the Tirumala Tirupati Devasthanams in conformity with the policy laid down by the Board;

vi) The Committee shall fix the dittam in the temples and the endowments attached thereto, and the amounts to be spent therefor in such manner, and follow such procedure as may be prescribed;

vii) The committee may, subject to such conditions and restrictions as it may lay down, delegate to the
Executive Officer such of the powers conferred on it by or under this Act as it may consider necessary.

Appointment of the Executive Officer, Joint Executive Officer, Special Grade Deputy Executive Officer, Financial Advisor and Chief Accounts Officer

1. Subject to provisions of Section 18, the Government shall appoint an Executive Officer, a Joint Executive Officer, a Special Grade Deputy Executive Officer, a Financial Advisor and Chief Accounts Officer.

2. Every officer appointed under Sub-Section (1) shall be a person professing Hindu religion.

3. The conditions of service of the officers appointed under sub-Section (1) shall be such as may be determined by the Government.

4. Every officer appointed under Sub-Section (1) shall be a whole-time officer of the Tirumala Tirupati Devasthanams and shall not undertake any work not connected with his office without the permission of the committee.

5. Any officer appointed under Sub-Section (1) shall be paid out of the funds of the Tirumala Tirupati Devasthanams such salary as may, from time to time,

be fixed by the Government, having regard to pay to which he is eligible in the service of which he was a member before his appointment as such.

Qualifications for Appointment of the Executive Officer, Joint Executive Officer, Special Grade Deputy Executive Officer and Financial Advisor and Chief Accounts Officer

1. A person to be appointed as Executive Officer shall be one who is holding or has held a post of the District Collector or a post not lower in rank than that of a District Collector in any other service in the State.

2. A person to be appointed as Joint Executive Officer shall be one who is holding or has held a post of the Joint District Collector, or a post not lower in rank than that of a Joint District Collector in any other service in the State.

3. A person to be appointed as Special Grade Deputy Executive Officer shall be one who is holding or has held a post not lower in rank than that of a Deputy Executive Officer in the service of the Tirumala Tirupati Devasthanams.

4. A person to be appointed as a Financial Advisor and Chief Accounts Officer shall be one possessing such qualifications as may be prescribed.

Term of Appointment of Executive Officer and Joint Executive Officer\(^{16}\)

The Executive Officer or a Joint Executive Officer appointed under Sub-Section (1) of the Section 17 of the T.T.D.Act shall hold office for a term of three years and he shall also be eligible for reappointment for another term.

Powers and Functions of the Officers Appointed Under Sub-Section (1) of Section 17\(^{17}\)

1.(A) The Executive Officer shall be the Chief Administrative Officer of the Tirumala Tirupati Devasthanams and shall, subject to the control of the Committee, have general power to carry out the other provisions of this Act.

(B) He shall be responsible for the proper maintenance and custody of the records and properties of the Tirumala Tirupati Devasthanams and shall arrange for the proper collection of the offerings made in the temples specified in the First Schedule.

(C) Save as otherwise provided in this Act, he shall exercise such other powers and perform such other functions as may be prescribed.


17. Section 20, Ibid.
2. The Executive Officer may delegate any of the powers conferred on or functions entrusted to, or duties imposed on him by or under this Act, to the Joint Executive Officer or Special Grade Deputy Executive Officer appointed under this Act under Sub-Section (1) of the Section 17 or to such other officer of the Tirumala Tirupati Devasthanams as the Executive Officer may deem fit subject to such restrictions and control as the Government may by special or general order, lay down and also subject to such limitations and conditions if any, as may be specified in the order of delegation.

3. Every officer appointed under Sub-Section (1) of the section 17 shall exercise the powers conferred on, and perform the functions entrusted to him by or under this Act.

Extraordinary Powers of the Executive Officer

The Executive Officer may, in cases of emergency, direct the execution of any work or the doing of any act which is not provided for in the budget for the year and the immediate execution or the doing of which is, in his opinion, necessary for the preservation of the properties of the Tirumala Tirupati Devasthanams

or for the service or safety of the pilgrims resorting to Tirumala Tirupati Devasthanams, and may also direct that the expenses of executing such work or doing the act shall be paid from the funds of the Tirumala Tirupati Devasthanams. The Executive Officer shall forthwith report to the Committee the action taken under this section and the reasons therefor.

**Officers and Servants of the Tirumala Tirupati Devasthanams**

1. Subject to such rules as may be made in this behalf, the Committee shall fix the number, designations, and grades and salaries, fees and allowances payable to the officers and servants of the Tirumala Tirupati Devasthanams, other than the officers appointed under Sub-Section (1) of the Section 17.

Provided that in an emergency, the Executive Officer may, subject to such rules as may be made in this behalf, employ temporarily additional officers and servants.

2. Subject to the provisions of this Act, and to such guidelines as may, from time to time, be issued to it by the Government, the Committee, may make regulations regarding the clarifications, methods of recruit-

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ment, conditions of service, pay and allowance, discipline and conduct of such officers and servants constituting the establishment of Tirumala Tirupati Devasthanams.

ORGANISATION AT TIRUPATI

Executive Officer

The Executive Officer is the Chief Administrative Officer of Tirumala Tirupati Devasthanams and he is an ex-officio member of the board and the management committee as per the Tirumala Tirupati Devasthanams Act No. 20 of 1979. As stated earlier, the State Government shall appoint him. The Executive Officer is a whole time officer of Tirumala Tirupati Devasthanams. He is assisted by (1) Joint Executive Officers (Tirupati and Tirumala) (2) Special Grade Deputy Executive Officer (this post has not been filled up till today) (3) Financial Advisor and Chief Accounts Officer (4) Security Vigilance Officer (5) Chief Engineer (6) Devasthanam Law Officer, (7) Conservator of Forests (8) Principals of Degree Colleges. All the above said officers are assisted by different officers, heads of different departments/sections/institutions as shown in the Chart No.2.2.
CHART NO. 2.2
ADMINISTRATIVE SET UP OF THE OFFICE OF THE EXECUTIVE OFFICER

EXECUTIVE OFFICER

JOINT EXECUTIVE OFFICER (TIRUPATI)

JOINT EXECUTIVE OFFICER (TIRUMALA)

SPECIAL GR.DY. CHIEF SECURITY/ DEVASTHANAM CONSER- F.A. & C.A.O PRINCIPALS
OFFICER ENGINEER VIGILANCE DEPARTMENT VATOR OF DEGREE COLLEGES

E.O. (VACANT)

SECURITY/ VIGILANCE OFFICER

DEPARTMENT

F. A. & C. A. O.

PRINCIPALS

DEGREE

COLLEGES

Vigilance

Guard

Officer

C.A.O.

A.O.

Dy.C.F. A.C.F

All R.Os

All D.E Sta-

E. Es. (Elec.) Pathy.

All R.Os.

Garden Supdt.

All R.Os.

All Peishkars

Canteen

Officer

Dy. C. S.

Tirumala

Tirumala

Health

Officer

Dev. Welfare Depot Market-

Educational Officer Manager ing Officer

Dy.C.S. S.M.O.

Dy.E.O. Dy.E.O. H.D.R.S. P.R.O. All Projects

(Ser.) (Gen.)

Editor Press

SOURCE: TTD Administrative Report
Joint Executive Officer, Tirupati

Because of the heavy work-load, a post of Joint Executive Officer was created in the year 1981 to assist the Executive Officer. In the absence of the Executive Officer, the Joint Executive Officer discharges all the duties and functions of the Executive Officer. An officer holding not less than the rank of Joint Collector of a District can be appointed as Joint Executive Officer. He will work directly under the administrative control of the Executive Officer and is responsible to him. The following 11 officers will work under the administrative control of the Joint Executive Officer (stationed at Tirupati):

1. Devasthanam Educational Officer;
2. Welfare Officer;
3. Marketing Officer;
4. Security Vigilance Officer;
5. Senior Medical Officers;
6. Deputy Executive Officer (Service);
7. Deputy Executive Officer (General);
8. Editor;
9. Special Officer (Dasa Sahithya Project);
10. Special Officer (Annamacharya Project);
11. Secretary (Hindu Dharma Rakshana Samstha).
The details of the organisational set up of the office of the Joint Executive Officer, Tirupati are furnished in Chart No.2.3 shown below.

**Joint Executive Officer, Tirumala**

The Joint Executive Officer's post at Tirumala is created in the year 1979. He is directly responsible to the Executive Officer and will work under his administrative control. He has to supervise, co-ordinate and control the activities of the following officers with the assistance of Dy.Executive Officer Tirumala:

1. Peishkar (Sri Tirumala Temple);
2. Peishkar (Queue Complex);
3. Peishkar (Mahadwara Entrance Cell);
4. Peishkar (Sri Tirumala Temple Potu);
5. Reception Officer-I;
6. Reception Officer-II;
7. Reception Officer-III;
8. Officer on Special Duty;
9. Special Officer (canteens);
10. Garden Superintendent;
11. Medical Department;
12. Health Officer.
CHART NO. 2.3

CHART SHOWING THE ADMINISTRATIVE SET UP OF THE OFFICE OF THE

JOINT EXECUTIVE OFFICER: TIRUPATI

Dev. Educational Officer  Welfare Officer  Marketing Officer  Vigilance Guard Officer  Medical Department  Deputy Executive Officer (Ser.)

Deputy Executive Officer (Gen.)  Editor  Special Officer Dasasahitya Project  Special Officer Annamacharya Project  Secretary HDRS

SOURCE: Tirumala Tirupati Devasthanams Administrative Report 1985
The details of the organisational set up of the Joint Executive Officer, Tirumala are provided in Chart No.2.4 given below.

Financial Advisor & Chief Accounts Officer

Financial Advisor & Chief Accounts Officer is appointed by the Government of Andhra Pradesh. All matters dealing with the finance and accounts of Tirumala Tirupati Devasthanams are looked after by the Financial Advisor & Chief Accounts Officer. This post was created in the year 1983, and the Financial Advisor and Chief Accounts Officer is under the direct control of the Executive Officer.

A candidate selected for this post must have experience of not less than five years in Indian Audit and Accounts Service or similar experience recognised by the Management of Tirumala Tirupati Devasthanams. Candidates with the following attainments are also eligible to be appointed for this post:

(a) experience of not less than five years as Head of the Department, or a post equal to, or higher than, that of a Deputy Secretary in the Finance Department of the State Government or equivalent post, or

(b) experience as a Chartered accountant for at least ten years.
CHART NO.2.4

CHART SHOWING THE ADMINISTRATIVE SET UP OF THE OFFICE OF THE

JOINT EXECUTIVE OFFICER, TIRUMALA

Peishkar  Peishkars  Peishkar  Medical  Reception  Reception  Reception
Sri T.T.  'Q' Complex  M.E.Cell  Department  Officer-I  Officer-II  Officer-III

Officer on Special  Garden  Health  Peishkar, Potu, Sri TT
Special Duty Officer  Superintendent  Officer
Canteen

SOURCE: Tirumala Tirupati Devasthanams Administrative Report 1985
The Financial Advisor and Chief Accounts Officer has to draw up schemes for getting all the bills in all the administrative office/institutions and departments and the temples of the Tirumala Tirupati Devasthanams, audited and put up to the Management Committee for its approval. He is responsible for the preparation of the annual budget and for ensuring that the appropriations under each head of account are spent properly. He functions as a Pay & Accounts Officer. He will be consulted for arriving at decisions on all financial matters in Tirumala Tirupati Devasthanams, by the Executive Officer. The Financial Advisor & Chief Accounts Officer also conducts physical verification of all valuable properties like jewellery, temple vessels, vahanams, furniture, stores, stocks, etc., and gives a physical verification report before June 30th of every year. It has to be placed before the Management Committee for its approval.

The Financial Advisor & Chief Accounts Officer is assisted by (i) Chief Accounts Officer; (ii) Accounts Officer; (iii) Treasurer; (iv) Special Officer Jewellery (v) Inventory Officer, etc. Details of the organisational set up of Financial Advisor and Chief Accounts Officer are provided in Chart No.2.5 given below.
CHART NO. 2.5

CHART SHOWING THE ADMINISTRATIVE SET UP OF THE OFFICE OF THE
FINANCIAL ADVISOR & CHIEF ACCOUNTS OFFICER

Chief Accounts Officer

Accounts Officer

Treasurer

Special Officer

Stones Gold

Inventory Officer

SOURCE: Tirumala Tirupati Devasthanams Administrative Report 1985
**Chief Engineer**

The Chief Engineer is appointed by the State Government on deputation from the Government who is assisted by (1) Stapathy; (2) Executive Engineers-I, II, III, IV and V; and (3) Divisional Electrical Engineers. All these engineers are in their turn assisted by the Deputy Executive Engineers. The details of the organisational set up of the Chief Engineer are shown in Chart No.2.6.

The Chief Engineer is accountable only to the Executive Officer and is responsible for all activities connected with constructions, repairs, and renovation works carried out in Tirumala Tirupati Devasthanams.

**Security & Vigilance Officer**

An officer holding I.P.S. cadre only can be appointed to this post. He works directly under the administrative control of the Executive Officer and is responsible to him. He is assisted by (1) Vigilance Guard Officer; (2) Assistant Vigilance Security Officer (Tirumala); (3) Assistant Vigilance Security Officer (Tirupati). The details of the organisational set up of the Security & Vigilance Officer are furnished in Chart No.2.7 given below.
CHART NO. 2.6

ADMINISTRATIVE SET UP OF THE OFFICE OF THE CHIEF ENGINEER

CHIEF ENGINEER

STAPATHY EXE. ENGINEER-I  EXE. ENGINEER-II  EXE. ENGINEER-III  EXE. ENGINEER-IV  EXE. ENGINEER-V  DIVISIONAL ENGINEER (ELECTRICAL)

Deputy Deputy Deputy Deputy Deputy Deputy
Engineer Engineer Engineer Engineer Engineer Engineer
(North) (West) "Q" Asthana (West) Mandapam

Deputy Deputy Deputy Deputy Deputy Deputy
Engineer Engineer Engineer Engineer Engineer Engineer
(Water) (By-Pass) D.P.W. Road Stores

Deputy Deputy Deputy Deputy Deputy Deputy
Engineer Engineer Engineer Engineer Engineer Engineer
(Rehabilitation) (South) (East) (PPV)

Deputy Deputy Deputy Deputy Deputy Deputy
Engineer Engineer Engineer Engineer Engineer Engineer
(North) (West) (Anantapur) (South)

Deputy Deputy Deputy Deputy Deputy Deputy
Engineer Engineer Engineer Engineer Engineer
(Hyderabad) (Cuddapah) (Kalyana) (Vijayawada) (Kakinada)

Mandapam

Elec. Division
Tirumala (1)

Elec. Division
Tirupati (2)

SOURCE: TTD Administrative Report
CHART NO.2.7

CHART SHOWING THE ADMINISTRATIVE SET UP OF THE OFFICE OF THE
SECURITY VIGILANCE OFFICER

::

VIGILANCE GUARD OFFICER

::

ASSISTANT VIGILANCE/ SECURITY OFFICER
(TIRUPATI)

ASSISTANT VIGILANCE/ SECURITY OFFICER
(TIRUMALA)

SOURCE: Tirumala Tirupati Devasthanams Administrative Report 1985
Conservator of Forests

There is also a Conservator of Forests in the Tirumala Tirupati Devasthanams Organisational set up. A candidate holding the post of Conservator of Forests in Andhra Pradesh State Government is appointed to this post. There are eight officers working directly under his administrative control and supervision viz., (1) Deputy Conservator of Forests (vacant); (2) Assistant Conservator of Forests; (3) Forest Range Officers (Fuel Supply), Tirumala; (4) Forest Range Officer (GGB Range), Tirumala; (5) Forest Range Officer (PPV Range), Tirumala; (6) Forest Range Officer (Tirumala Range); (7) Forest Range Officer (Protection); (8) Forest Range Officer (Polluvari Patteda).

The details of the organisational set up of the Conservator of Forests are furnished in Chart No.2.8 given below.

Public Relations Officer

A Public Relations Officer in Tirumala Tirupati Devasthanams was appointed for the first time in 1976-77. He is directly responsible to the Executive Officer. There are four departments working under his supervision and control viz., (1) T.T.D.Press; (2) Editorial Section; (3) T.V. and Broadcasting Section; (4) Photographic Section.
# Chart No. 2.8

**Chart Showing the Administrative Set Up of the Office of the Conservator of Forests**

- Deputy Conservator of Forests (Vacant)
- Assistant Conservator of Forests

<table>
<thead>
<tr>
<th>Forest Range Officer</th>
<th>Forest Range Officer</th>
<th>Forest Range Officer</th>
<th>Forest Range Officer</th>
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<th>Forest Range Officer</th>
<th>Forest Range Officer</th>
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<td>(Fuel Supply)</td>
<td>(PPV Range)</td>
<td>(GGB Range)</td>
<td>(Tirupati Range)</td>
<td>Srivari Mettu Range)</td>
<td>Pallivari Range)</td>
<td>(Protection)</td>
</tr>
</tbody>
</table>

**Source:** Tirumala Tirupati Devasthanams Administrative Report 1985
The details of the organisational set up of Public Relations Officer are furnished in Chart No.2.9 given below.

Devasthanam Educational Officer

The Devasthanam Educational Officer works under the direct supervision of the Joint Executive Officer, Tirupati. There are thirteen schools, eight colleges and two other educational institutions functioning under his administrative control. The Devasthanam Educational Officer is the correspondent for all these schools, colleges and other educational institutions run by Tirumala Tirupati Devasthanams. The details of the organisational set up of the Devasthanam Educational Officer are furnished in Chart No.2.10 given below.

Deputy Executive Officer (Services)

The Deputy Executive Officer (Services) works under the guidance and control of the Joint Executive Officer, Tirupati. There are five officers working directly under the supervision and administrative control of the Deputy Executive Officer (Services) viz., (1) P.A. to Executive Officer (Establishment); (2) P.A. to Executive Officer (Board Section); (3) P.A. to Executive Officer (Enquiries); (4) Inspection Officer; (5) Devasthanam Revenue Officer. All these officers are of the Peishkar cadre.
CHART NO.2.9

CHART SHOWING THE ADMINISTRATIVE SET UP OF THE OFFICE OF THE
PUBLIC RELATIONS OFFICER

Press Manager*
(Sapthagiri
Publication)

Editor*

Broadcasting*

Photographic
Section

Section
Technician TV

Annamacharya
Vangamayam

Srinivasa
Bhalabharathi

Translation
of Rigveda
& Yajurveda

Pothana's
Bhagavatham

Purchase of
Publications

(*) They are all Co-ordinating Officers

SOURCE: Tirumala Tirupati Devasthanams Administrative Report 1985
CHART NO. 2.10

ADMINISTRATIVE SET UP OF OFFICE OF THE DEVASTHANAMS EDUCATIONAL OFFICER

S.V. ARTS COLLEGE (DAY) TIRUPATI

S.V. ORIENTAL COLLEGE HYDERABAD

S.V.V.V.S. HIGH SCHOOL TIRUPATI

S.V. ORIENTAL SCHOOL FOR DEAF & BLIND TIRUPATI

S.V. SCHOOL TIRUPATI

S.V. HIGH SCHOOL TIRUPATI

S.P. GIRLS HIGH SCHOOL TIRUPALA

S.V. ARTS COLLEGE (EVENING)

All Schemes related to Vedic P.A. (Edn)

and to E.O.

S.V.S.V.S. Sanskrit Education

S.G.S. S.V.W. ARTS COLLEGE

S.V. JUNIOR COLLEGE NEW DELHI

S.V. COLLEGE & ALLIED INSTITUTE & DANCE

S.V. YOGA SCIENCE COLLEGE

S.V. MUSIC VELLORE

S.V. HIGHER SCHOOL

S.V. UPPER SCHOOL TIRUPATI

S.V. ELEMENTARY SCHOOL TIRUPALA

S.V.V.P. NARASINGAPURAM

S.P.W. POLYTECHNIC

S.V. BALAMANDIR S.V. SCULPTURE TRAINING CENTRE

S.V.T.C.P.C. TIRUPATI

S.V. AYURVEDIC COLLEGE

SOURCE: TTD Administrative Report
The details of the organisational set up of Deputy Executive Officer (Services) are furnished in Chart No.2.11 given below.

**Deputy Executive Officer (General)**

The Deputy Executive Officer (General) works directly under the control of the Joint Executive Officer who in his turn is assisted by the (1) Canteen Officer, Tirupati; (2) Reception Officer, Tirupati; (3) Jewellery Special Officer; (4) Manager, Andhra Ashram, Rishikesh; (5) Superintendent, S.V.Dairy Farm; (6) Additional Treasurer; (7) Depot Manager; and (8) Peishkar of Local Temples.

The details of the organisational set up of Deputy Executive Officer (General) are furnished in Chart No.2.12 given below.

**Medical Department, Tirupati**

The Joint Executive Officer, Tirupati is over all incharge of the medical department. Under his control, all the Medical Officers employed in Tirumala Tirupati Devasthanams will function. The organisational structure and superior subordinate relationships in the Medical Department, Tirupati are shown in Chart NO.2.13 given below.
CHART NO.2.11

CHART SHOWING THE ADMINISTRATIVE SET UP OF THE OFFICE OF THE
DEPUTY EXECUTIVE OFFICER (SERVICES)

P.A. TO E.O. (ESTABLISHMENT)    P.A. TO E.O. (BOARD)    P.A. TO E.O. (ENQUIRIES)    INSPECTION OFFICER    DEVASTHANAM REVENUE OFFICER

ESTABLISHMENT    TECHNICAL

SOURCE: Tirumala Tirupati Devasthanams Administrative Report 1985
CHART NO. 2.12

ADMINISTRATIVE SET UP OF THE OFFICE OF THE DEPUTY EXECUTIVE OFFICER (GENERAL)

DEPUTY EXECUTIVE OFFICER (GENERAL)

- Canteen Officer Tirupati
- P.A. (General) To E.O.
- Reception Officer Tirupati
- Peishkar Local Temples Officer
- Jewellery Special Officer
- Superintendent
- Manager Andhra Ashramam Rishikesh
- Additional Depot Treasurer Manager
  - Farm Manager (AGL.)
  - Farm Manager (VET.)

SOURCE: TTD Administrative Report
CHART NO. 2.13

CHART SHOWING THE ADMINISTRATIVE SET UP OF THE OFFICE OF THE MEDICAL DEPARTMENT: TIRUPATI

JOINT EXECUTIVE OFFICER
TIRUMALA TIRUPATI DEVASTHANAMS, TIRUPATI

Sr. Medical Officer
(Central Drug Store):

Dy. Civil Surgeon
Central Hospital, Tirupati:

Medical Officer
1st New Choultry Dispensary, Tiruchanoor:

Medical Officer
Sri P.A.T., Dispensary, Tirupati:

Medical Officer
Health Centre, S.P.W. College, Ayurvedic Dispensary, Akkarnapalli, Tirupati:

Sr. Medical Officer
Medical Officer
S.V. Poor Home (Leprosy):

Artificial Limb fitting Centre:

Blood Bank:

SOURCE: Tirumala Tirupati Devasthanams Administrative Report 1985
Medical Department, Tirumala

Medical Department, Tirumala is under the administrative control of the Joint Executive Officer, Tirumala. The Medical Officers employed in Tirumala Tirupati Devasthanams service at Tirumala will work under the management of the Joint Executive Officer, Tirumala.

The details of the organisational set up of the Medical Department, Tirumala are furnished in Chart No.2.14 given below.

A careful perusal of the above charts reveals that the Tirumala Tirupati Devasthanams is a very huge organisation with a large number of departments and officers in its fold. But in 1975-76 it was only a small organisation with a comparatively smaller net work of departments and activities, etc. This can be observed from a glance at Chart No.2.15.

In 1975-76, there was one Executive Officer. He was assisted by one Deputy Executive Officer who in his turn is assisted by (1) P.A. to Executive Officer (General); (2) P.A. to Executive Officer (Establishment); (3) Peishkar; (4) Chief Accounts Officer; (5) Two Reception Officers - one at Tirumala and the other at Tirupati; (6) Inspection Officer; (7) Educational Officer; (8) Medical Officer; (9) Vigilance
CHART NO.2.14

CHART SHOWING THE ADMINISTRATIVE SET UP OF THE OFFICE OF THE
MEDICAL DEPARTMENT: TIRUMALA

JOINT EXECUTIVE OFFICER, TIRUMALA

Deputy Civil Surgeon
Aswini Hospital

Medical Officer
'Q' Complex

Medical Officer
'B' & 'D' type
Quarters Dispensory

SOURCE: Tirumala Tirupati Devasthanams Administrative Report 1985
Officer; (10) Executive Engineers (one at Tirupati and one at Tirumala). Likewise, Tirumala temple administration also has undergone several changes.

It can be observed from Chart No.2.16 that in 1975-76, there was only one Peishkar in Tirumala assisted by one Parapathyudar of Superintendent cadre and other Superintendents, two Inspectors and Clerks. A comparison of the administrative charts of 1975-1986 (Chart No.2.15) and 1984-85 will reveal that the Tirumala Tirupati Devasthanams administration has grown very much within a short span of ten years.

As per the organisational structure and hierarchy prevailing in 1976, there were only 19 officers in Tirumala Tirupati Devasthanams viz., (1) Executive Officer; (2) Deputy Executive Officer; (3) P.A. to Executive Officer (General); (4) P.A. to Executive Officer (Establishment); (5) Chief Accounts Officer; (6) Inspection Officer; (7) Educational Officer; (8) Medical Officer; (9) Revenue Officer; (10) Treasurer; (11) Peishkar (Tirumala Temple); (12) Two Reception Officers; (13) Two Executive Engineers; (14) Editor of Saptagiri; (15) Vigilance Officer; (16) Manager, Tirumala Tirupati Devasthanams Transport; (17) Health Officer.
CHART NO. 2-15
TIRUMALA TIRUPATI DEVASTHANAMS ORGANISATION CHART OF THE EXECUTIVE MACHINERY
AS ON 1975-76

GOVERNMENT

TRUST BOARD MEMBERS

EXECUTIVE OFFICER

DEPUTY EXECUTIVE OFFICER

<table>
<thead>
<tr>
<th>PA TO EO PEISHKAR</th>
<th>PA TO EO SAPTA-GIRI</th>
<th>EDITOR</th>
<th>CHIEF RECEPTION OFFICER</th>
<th>INSPECTION OFFICER</th>
<th>VIGILANCE OFFICER</th>
<th>EDUCATIONAL ENGINEER OFFICER</th>
<th>EXECUTIVE OFFICER</th>
<th>MEDICAL OFFICER</th>
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<tbody>
<tr>
<td>(GENERAL)</td>
<td>All matters of temple administration</td>
<td>All establishment matters</td>
<td>All</td>
<td>2-Tirumala</td>
<td>Inspection of TTD Institutions</td>
<td>Security Guards.</td>
<td>All TTD educational matters, colleges, schools, etc.</td>
<td>1-Tirumala</td>
</tr>
<tr>
<td>All temple matters</td>
<td></td>
<td></td>
<td></td>
<td>1-Tirupati.</td>
<td></td>
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</tbody>
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<table>
<thead>
<tr>
<th>REVENUE OFFICER</th>
<th>TREASURER</th>
<th>TTD TRANSPORT WORKSHOP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gold Silver</td>
<td>Hundri articles, public accounts.</td>
<td></td>
</tr>
</tbody>
</table>

SOURCE: TTD Administrative Report
ORGANISATION CHART OF TEMPLE ADMINISTRATION OF PEISHKAR, TIRUMALA AS ON 1975-76

PEISHKAR
PARUPATHYADAR (SUPERINTENDENT)

[Diagram showing the organizational chart with levels and roles such as S1(Q) SHIFT-1, S2(Q) SHIFT-2, S3(Q) SHIFT-3, S4 KITCHEN, S5 OFFICE, S1 PEONS STAFF, S2 PEONS STAFF, QUEUE, TEMPLE, CLERK, INSPECTOR, INSPECTOR, PADIKAVALI, 6 CLERKS, 3 CLERKS, INSPE- & PEONS, 5 PEONS, CTOR-I, CTOR-II, CTOR-III]

SOURCE: Tirumala Tirupati Devasthanams Administrative Report
But as a result of some of the changes effected in the Tirumala Tirupati Devasthanams organisational set up recently i.e. 1985, now there are 47 number of officers viz., (1) Executive Officer; (2) Joint Executive Officer, Tirumala; (3) Joint Executive Officer, Tirupati; (4) Special Grade Deputy Executive Officer; (5) Chief Engineer; (6) Security and Vigilance Officer; (7) Devasthanam Law Officer; (8) Conservator of Forests; (9) Financial Advisor and Chief Accounts Officer; (10) Devasthanam Educational Officer; (11) Welfare Officer; (12) Depot Manager; (13) Marketing Officer; (14) Deputy Civil Surgeon; (15) Senior Medical Officer; (16) Three Deputy Executive Officers; (17) Press Manager; (18) Special Officer, Kalapeetam; (19) Secretary, Hindu Dharma Raksha Samstha; (20) Special Officer, Annamacharya Project; (21) Sthapathi; (22) Garden Superintendent; (23) Vigilance Guard Officer; (24) Chief Accounts Officer; (25) Fifteen Officers of Peishkar Cadre; (26) Five Executive Engineers; (27) Health Officer.

Thus there is an increase of 28 officers during the last ten years period.

/NUMBER OF DEPARTMENTS

In 1976 there were only 18 departments viz., (1) Office of the Executive Officer; (2) Office of the Deputy Executive Officer; (3) Office of the Peishkar,
Tirumala; (4) Establishment Section; (5) Accounts Section; (6) Inspection Section; (7) Revenue Section; (8) Treasury Section; (9) Education Department; (10) Medical Department; (11) Engineering Department; (12) Vigilance Department; (13) Dairy Department; (14) Transport Department; (15) Editor's Section; (16) Office of the Reception Officer; (17) Health Department and (18) Electricity Department.

By 1984-85, the total number of departments in Tirumala Tirupati Devasthanams organisation has reached a high level of thirty five viz., (1) Office of the Executive Officer; (2) Office of the Joint Executive Officer, Tirumala; (3) Office of the Joint Executive Officer, Tirupati; (4) Office of the Special Grade Deputy Executive Officer; (5) Office of the Financial Advisor and Chief Accounts Officer; (6) Office of the Chief Accounts Officer; (7) Office of the Chief Engineer; (8) Service Department; (9) General Department; (10) Temple Administration Department; (11) Press; (12) Law Department; (13) Public Relations Department; (14) Kalapeetam; (15) Hindu Dharma Rakshana Samstha; (16) Annamacharya Project; (17) garden Department; (18) Education Department; (19) Welfare Department; (20) Marketing Department; (21) Vigilance Department; (22) Medical Department; (23) Treasury Department; (24) Complaint Cell; (25) "Q" Sheds; (26) Potu; (27)
Reception Department-I; (28) Reception Department-II; (29) Reception Department-III; (30) Canteen Department; (31) Inspection Department; (32) Radio and Broadcasting Department; (33) Water Works Department; (34) Electricity Department; (35) Health Department, etc.

Thus during a period of last ten years, 17 more new departments have been enacted.

In the year 1975-76 the total number of employees in Tirumala Tirupati Devasthanams was 4,379 only. By 1985, the total number of employees in Tirumala Tirupati Devasthanams has increased to a level of 6,269 as a result of the creation of a number of new departments, restructuring and reorganising of a number of institutions, departments and sections, etc.

**CREATION OF NEW POSTS**

As a consequence of a number of organisational changes that were introduced in Tirumala Tirupati Devasthanams in the year 1979 (enactment of Tirumala Tirupati Devasthanams Act 20/79), a number of posts have been created to cater to the growing demands of the organisation, for example, (1) Two Joint Executive Officers, (2) One Special Grade Deputy Executive Officer; (3) Two Deputy Executive Officers; (4) Ten Peishkar Cadre Officers; (5) Special Officers for Kalapeetam, Annamacharya Project; (6) Secretary, Hindu
As stated earlier, two separate posts of Joint Executive Officers were created, one in 1979 and another in 1981. According to the latest organisational set up and hierarchy these two Joint Executive Officers are accountable to Executive Officer directly. Previously there was only one Deputy Executive Officer who was under the direct administrative control of the Executive Officer. Now there are three Deputy Executive Officers, two Deputy Executive Officers stationed at Tirupati will be working under the direct administrative control of Joint Executive Officer, Tirupati and one Deputy Executive Officer stationed at Tirumala will be working under the direct administrative control of the Joint Executive Officer stationed at Tirumala.

The entire responsibility of the administration of the various activities of Tirumala Tirupati Devasthanams at Tirumala (on the Hills) was vested with Peishkar stationed at Tirumala in 1976. He is assisted by Parpathdar of a Superintendent's cadre, five Superintendents, one Inspector and some Clerks. Now (1985),
the top level administrative officer for Tirumala Tirupati Devasthanams organisation at Tirumala is the Joint Executive Officer, Tirumala. He is assisted by Officers viz., nine Officers of Peishkar cadre, Medical Officer, Garden Superintendent, Health Officer.

DEPARTMENTS, INSTITUTIONS - ORIGIN, GROWTH, OBJECTIVES & ACTIVITIES

With the ever increasing flow of pilgrims to Tirupati and Tirumala, the growth of the staff and their demands for provisions of further amenities to them have also increased. Continuous increase in the income of Tirumala Tirupati Devasthanams and the realisation on the part of the management of Tirumala Tirupati Devasthanams to provide facilities to the pilgrims and a number of welfare oriented programmes, for the benefit of its employees and launching of a number of projects have resulted in the setting up of a large number of new departments/institutions, etc. (Religious, Literary, Social and Cultural, etc.) The number of departments and institutions managed by Tirumala Tirupati Devasthanams has been on the increase during the last several years, particularly during the last decade. The objectives, functions and activities of the various departments and institutions run by Tirumala Tirupati Devasthanams are discussed in detail in the following paragraphs.
Tirumala Tirupati Devasthanams is an unique institution in the country. There is a growing inflow of pilgrims. The funds of the Devasthanams are being utilised for the maintenance of Tirumala and other temples, besides maintaining service departments of the temples and several departments for pilgrims conveniences. The Devasthanam is also maintaining several Educational Institutions, Schools, Colleges, Technical Educational Institutions and Oriental Learning Centres. It is also maintaining Charitable Institutions. A Cultural Centre is maintained by Tirumala Tirupati Devasthanams to preserve our ancient culture. For the propagation of Hindu Religion, Annamacharya Project, Dasa Sahithya Project, Religious Educational Co-ordination and Sri Venkateswara Central Library and Research Centre, have been launched. There is a fullfledged Engineering Department with a Central Stores called 'Devasthanams Public Works Stores' and an electrical wing attached thereto.

The different departments and their functions are discussed below.

**Sri Venkateswara Temple, Tirumala**

This is the main temple where thousands of devotees pour in every day to worship Lord Venkateswara the main deity in the temple.
The daily rituals are performed by the hereditary Mirasdar-Jiyyangar (the Head of the Vysnava followers in India) and hereditary Trustees (Dharma Karthas) and some Archakas on Pay Rolls of Tirumala Tirupati Devasthanams, in accordance with several traditions, conventions as well as agreements entered into between Trustees and Archakas and Government from time to time.

Sri Padmavathi Ammavaru Temple, Tiruchanoor

In this temple, Sri Padmavathi Ammavaru the consort of the Lord Venkateswara is worshipped. In addition to the main deity (Sri Padmavathi Ammavaru), there are a number of sub-deities in this temple, such as Sri Krishna, Hanuman, etc. Tiruchanoor is situated at a distance of 5 K.Ms from Tirupati.

Sri Govindarajaswamy Temple, Tirupati

Sri Govindarajaswamy is the main deity worshipped in this temple. There are also a number of small temples in the premises of Sri Govindarajaswamy temple at Tirupati. A number of rituals, functions and ceremonies are performed in this temple throughout the year which are more or less a replica of what is done in the main temple at Tirumala.
Sri Kothandaramaswamy Temple, Tirupati

The deities worshipped in this temple are Sri Rama his consort - Seetha and his brother Lakshmaha. A number of festivals are celebrated in this temple throughout the year.

The Kapileswaraswamy Temple, Tirupati

This is another important temple of Tirumala Tirupati Devasthanams situated at the foot of Tirumala in Tirupati where Sri Kapileswaraswamy, the main deity in this temple is worshipped.

Sri Venkateswaraswamy Temple, Srinivasa Mangapuram

This is another important temple of Tirumala Tirupati Devasthanams dedicated to Lord Kalyana Venkateswara the presiding deity in the temple, situated at a distance of 10 K.Ms from Tirupati. The management of this temple has been taken over by Tirumala Tirupati Devasthanams in the year 1967. A number of festivals are performed in this temple more or less on the same model of the main temple at Tirumala.

Vedanarayanaswamy Temple, Nagalapuram

This temple is situated at a distance of 60 K.Ms from Tirupati. The main deity in this temple is Sri Vedanarayanaswamy (Surya Bhagavan - Sun God). This
temple has been taken over by Tirumala Tirupati Devasthanams in 1967. A number of pujas (worships) are performed every day in this temple also, in addition to annual festivals.

**Sri Kalyanavenkateswara Swamy Temple**

This temple is situated at a distance of about 30 K.Ms from Tirupati. This is dedicated to Sri Kalyana Venkateswara swamy which has been taken over by Tirumala Tirupati Devasthanams in the year 1967. According to a legend this is the place where wedding of Sri Kalyana Venkateswara Swamy and his consort Sri Padmavathi Devi was performed.

**CHARITABLE INSTITUTIONS**

**S.V. Poor Home**

This charitable institution established by Tirumala Tirupati Devasthanams in 1942 for the rehabilitation of the Leprosy patients and the infirm was for some time managed by the Government of Andhra Pradesh. Later on in 1975, the Tirumala Tirupati Devasthanams took over the management.

The S.V. Poor Home is situated in an area of 50 acres and has an out-patient block comprising of Pharmacy, Physio-therapy, Laboratory, etc. There are two occupational therapy sheds, an operation theatre for reconstructive surgery, a prayer hall and a shed for beggars.
Twenty two blocks are there to accommodate 200 inmates. The patients of the Poor Home, are daily given the required medicines, besides the treatment of physio-therapy like oil massage, wax therapy and electrical stimulations, etc. Health education, in particular of the symptoms of Leprosy and prevention of injuries is given to the patients. Reconstructive surgery for the curing of claw-hand, foot-drop, etc., is introduced.

Occupational therapy was introduced in the year 1978 with a view to imparting training to the inmates. After they are discharged, from the poor home, the training enables them to eke out their livelihood. Carpentry, shoe-making, weaving, basket-making, chair-knitting and farming are the skills imparted in the occupational therapy. The products are sent to different institutions of the Tirumala Tirupati Devasthanams.

**S.V.Balamandir, Tirupati**

The Tirumala Tirupati Devasthanams has established an orphanage in August 1943 and renamed it as 'S.V.Balamandir', at the instance of Jawaharlal Nehru, the lover of children.

Sri.Venkateswara Balamandir has the noble object of caring for the orphans, who are destitutes, in the age group of 5 to 8 years. At the inception of
the institution, there were nearly 50 children. At present, it is limited to 200. The institution provides vegetarian food and clothing to the inmates and the total expenditure is borne by Tirumala Tirupati Devasthanams. They also undergo medical check-up every year.

S.V. School for Deaf and Dumb

The Tirumala Tirupati Devasthanams started the School in the year 1974. The management spends about Rs.4.00 lakhs towards the annual recurring expenditure on this school.

The school imparts instruction upto VII standard. The school has a fully equipped laboratory and sound treated rooms, meant to impart effective auditory training to the deaf children.

Artificial Limb-Fitting Centre

The Devasthanams in consultation with the Artificial Limb Manufacturing Corporation of India, Kanpur started in the year 1980, an Artificial Limb-Fitting Centre to provide the disabled with aids and appliances.

The Centre has a physio-therapy unit equipped with latest facilities. Apart from supplying prosthetic and orthotic items, it also supplies walking
aids and mobile aids such as crutches and wheel chairs, etc.

**S.V. Training-Cum-Production Centre for Physically Handicapped, Tirupati**

The aim of the Centre is to inspire courage and confidence in the handicapped by bringing out their hidden talents, gives suitable vocational training, and makes them feel self-confident, so that they are in no way inferior to the normal individuals. At present, the Centre is giving training for candidates belonging to the four districts of Rayalaseema.

**Medical Department**

Tirumala Tirupati Devasthanams is maintaining the following hospitals and dispensaries at Tirumala and Tirupati for the benefit of the pilgrims, employees and also the local population of Tirumala.

Aswini Hospital, Tirumala: This is a 30 bed hospital with the full complement of doctors and staff.

First Aid Centre in PPC 'Q' Sheds: The First Aid Centre, is intended for the benefit of waiting pilgrims in 'Q' Sheds.

T.T.D. Employees Dispensary, Tirumala: This is located near 'B' and 'D' Quarters of the employees at Tirumala.
This unit is intended for the benefit of Tirumala Tirupati Devasthanams employees and their dependents.

Central Hospital, Tirupati: This caters to the needs of Tirumala Tirupati Devasthanams staff, ex-TTD employees and their respective families. This hospital has a Central Drug Stores, from which medicines are supplied to all other dispensaries.

I.N.C. Dispensary: This is manned by two doctors and complement staff. This is the oldest dispensary serving both the Tirumala Tirupati Devasthanams employees, their families and the pilgrims.

Ayurvedic Dispensary: This dispensary is under the Senior Medical Officer (Ayurvedic), situated in New Choultry-I.

P.A.T. Dispensaries: This is located at Tholappa Gardens, Tiruchanoor serving local population of Tiruchanoor, Tirumala Tirupati Devasthanams employees and pilgrims. It is manned by one Medical Officer with complement staff.

Health Centre, Sri Padmavati Women's College: Tirumala Tirupati Devasthanams is running a Health Centre at Sri Padmavati Women's College for the benefit of the inmates of the Women's Hostels.
**Educational Department**

The following educational institutions are managed by Tirumala Tirupati Devasthanams at Tirupati, Tirumala, Vellore, Hyderabad and New Delhi.

**S.V.Arts College, Tirupati:** The college was started in the year 1945 under Tirumala Tirupati Devasthanam management. B.A., B.Sc., and B.Com., degree courses are offered in this college.

**S.V.Arts College (Evening Course):** This college was started in the year 1966 with a view to encouraging and helping the Tirumala Tirupati Devasthanam employees to acquire higher qualifications. The college offers Intermediate, B.A., B.Com. courses.

**S.G.S.Arts College for Men, Tirupati:** This college was started in the year 1969 and offers B.A, B.Sc., and B.Com. courses.

**Sri Padmavati Women's College, Tirupati:** This is an exclusively Women's College. Intermediate, B.A., B.Sc., B.Com., and B.Sc.(Home Science) courses are offered in this college.

**S.V.Junior College, Tirupati:** This college was started during the year 1971 and offers Intermediate Course only.
S.V.College, New Delhi: This college mainly caters to the needs of South Indian students at New Delhi with South Indian languages as medium of instruction besides English.

S.V.Oriental College, Tirupati: This is the oldest college at Tirupati established by Tirumala Tirupati Devasthanams management in the year 1884-85. It imparts oriental education.

S.V.V.V.S.College, Hyderabad: This institution was taken over from the Council of Sanskrit Education Hyderabad by Tirumala Tirupati Devasthanams on 1-4-1964 and named it as S.V.V.V.S.College, Hyderabad. It imparts instructions in Sastras.

S.V.Agama Vedapatasala, Narasingapuram, Tirupati: This Patasala, which has a strength of 100 students reminds the visitors, of the Ancient Ashramam in Vedic times.

S.V.Oriental High School, Tirupati: This school was first started at Tirumala during the year 1956, and later shifted to Tirupati. This institution imparts secondary education with Sanskrit as second language.

S.V.College for Music and Dance, Tirupati: This college was started during the year 1959 to encourage Fine Arts in the local area and it is affiliated to Sri Venkateswara University, Tirupati. There is a Nadaswaram School attached to this college. It gives training
in Nadaswaram and Dolu. Music and Dance college offers
diplomas and degrees in Indian, Traditional Music
(Instrumental and Oral) and also dances.

S.V.Sculpture Training Centre, Tirupati: This institu-
tion under Tirumala Tirupati Devasthanams management,
imparts professional training in Sculpture, Temple
Art and Architecture, etc., and offers a diploma.

S.P.Women's Polytechnic, Tirupati: This institution
was started in the year 1976 with a view to impart
technical education to the women students. It is
a singular institution, offering technical education
to women in Sri Venkateswara University area. The
courses offered in this Polytechnic are Diploma in
Commercial Practice, Pharmacy, Electronics and Communi-
cation Engineering, Catering, etc.

S.V.High School, Tirupati: This school was started
in the year 1886, for imparting instructions at Secondary
level.

S.V.Girls High School, Tirupati: This school was
started in the year 1969 by Tirumala Tirupati Deva-
sthnanams exclusively for the girl students to impart
instructions at secondary level.

S.V.High School, Tirumala: This school was
started as an Upper Primary School in the year 1969 to cater to
the needs of Tirumala population. This school was
upgraded to that of High School during the year 1970-71.

S.V.Higher Secondary School, Vellore: This school was started in the year 1876. The school was started with the intention of giving education to Telugu people residing in and around Vellore in Tamil Nadu State.

S.P.U.P. School (English Medium), Tirupati: This is purely an English Medium School running on the lines of Andhra Pradesh Residential School. This school was started during the year 1983-84.

S.V.Elementary School, Tirumala: This school is a co-education school caters to the educational needs of people residing at Tirumala.

S.P.Nursery School, Tirupati (attached to S.P.W.College): This Nursery School is attached to the Department of Home Science of S.P.W.College, Tirupati and it was started in the year 1968. There are two classes viz., Junior Nursery and Senior Nursery in this School. This is purely an English Medium School.

S.V.Ayurvedic College, Tirupati: This college was started on 21-1-1983. B.A.M.S. course is run in this college.

S.V.Institute of Yoga and Allied Sciences, Tirupati: This institute was registered in 1975 and Tirumala Tirupati Devasthanams management has taken over the management of this institute on 17-3-1982. This institute imparts education in Yoga at Diploma and Certificate levels.
Public Relations Department

This Department is under the administrative control and supervision of a Public Relations Officer. This Department serves as liaison between the public and Tirumala Tirupati Devasthanams and projects the image of the Tirumala Tirupati Devasthanams among the public, using modern channels of publicity.

The activities of Tirumala Tirupati Devasthanams under the control of Public Relations Officer are summarised below:

1. Administration of 13 Information Centres in the country.
2. Administration of 14 Kalyanamandapams.
3. Release of advertisements and Press notes of all the Departments of Tirumala Tirupati Devasthanams.
4. Coverage of all the functions, festivals, meetings of Tirumala Tirupati Devasthanams.
5. Ensuring release of Sapthagiri Journal and other publications.
6. Convening Experts Committee meeting for the selection of religious books either for grant of subsidy or out-right purchase of the right.
7. Liaison with other departments.

Tirumala Tirupati Devasthanams Information Centres were established in all district headquarters and also at A.P. State Road Transport Corporation Bus Stand, Tirupati Railway Station and Airport.
The Tirumala Tirupati Devasthanam is maintaining a modern printing press. All publications of Tirumala Tirupati Devasthanams are brought-out from this Press.

Radio and Broadcasting Section

A Radio Engineer is in-charge of this Section. The main functions of this section are:
1. Relay of Temple Programmes; Devotional Songs, Tirumala Tirupati Devasthanams Announcements, etc.
3. Providing Public Address System at Tirumala Tirupati Devasthanams functions.
4. Supply of mike-sets to other temples on a subsidised basis.

Guest Houses and Choultries

The following Guest Houses and Choultries are maintained by Tirumala Tirupati Devasthanams at Tirupati for providing accommodation to the pilgrims visiting the holy shrines:
1. Srinivasa Choultry, Tirupati.
2. Govindarajaswamy Choultry, Tirupati.
4. S.V. Guest House, Tirupati.
5. S.P. Guest House, Tirupati.
Complaint Cell

A separate cell to receive complaints from the pilgrims and for the redressal of their grievances has been set up by Tirumala Tirupati Devasthanams on Tirumala Hills.

Vigilance/Security

The main functions of this department are (i) to provide protection to all the properties of the temple; and (ii) to afford security to the pilgrims (their life and properties) visiting the holy shrine.

Kalyanakatta

This is the place, where the devotees fulfil their vows of tonsure. The administration of the Kalyanakatta was taken over by Tirumala Tirupati Devasthanams by entering into an agreement on 1-11-1975 with the Dharmakartha of the Kalyanakatta (Barber Sangh), there are 384 barbers working under the administrative control of this Kalyanakatta. They are paid a monthly salary of Rs.500 (consolidated).

S.V. Dairy Farm

A separate Dairy Farm is established and maintained by Tirumala Tirupati Devasthanams to cater to the daily needs of supplies of milk and other dairy products to the temples under the administrative control
and supervision of Tirumala Tirupati Devasthanams at Tirupati and Tirumala, etc.

**Garden Department**

This is a separate Department maintained by Tirumala Tirupati Devasthanams to cater to all the needs of gardens in Tirumala and Tirupati owned by Tirumala Tirupati Devasthanams.

**Canteens**

The Tirumala Tirupati Devasthanams authorities are maintaining a number of canteens at Tirumala as well as at Tirupati to cater to the needs of pilgrims and other tourists visiting Tirupati and Tirumala.

**Transport Department**

This Department is headed by a Depot Manager drawn on deputation from the Andhra Pradesh State Road Transport Corporation, in the cadre of depot Manager. He is assisted by a Peishkar level officer as P.A. to Depot Manager. The total fleet strength of Tirumala Tirupati Devasthanams Transport in 1984-85 was 189.

**Law Department**

The Law Department is in-charge of a Law Officer (a retired District Judge or a Judicial Officer of a Rank of District Judge on deputation from the Judicial Department of the Government of Andhra Pradesh).
He provides legal advice on various matters to various authorities working in Tirumala Tirupati Devasthanams.

**Revenue Department**

This Department is headed by the 'Devasthanams Revenue Officer' of the cadre of Peishkar. He deals with all matters relating to Tirumala Tirupati Devasthanams revenue and allotment of residential quarters to employees, etc.

**Reception Officer-II, Tirumala**

The civic administration of Tirumala is vested with the Executive Officer, Tirumala Tirupati Devasthanams under the Andhra Pradesh Gram Panchayat Act 1964. The Executive Officer, in his turn has delegated all these powers of civic administration of Tirumala to the Reception Officer-II, Tirumala. Thus, he is in-charge of the civic administration of Tirumala and looks after all the civic rules of Tirumala.

**Welfare Department**

This Department administers the following welfare measures in Tirumala Tirupati Devasthanams:

i) Superannuation benefits to the employees such as Pension, Provident Fund, Gratuity, Family Benefit Schemes, etc.

ii) Employees Welfare Fund.

iii) Provision of accommodation to the employees.
iv) Provision of medical facilities, transport facilities to the employees, financial aid for education of the children of the employees.

v) Employees' Co-operative Bank, Employees' Co-operative Stores.

vi) Grievance handling of the employees working in Tirumala Tirupati Devasthanams is also entrusted to the Welfare Officer, as there is no separate Personnel Officer in Tirumala Tirupati Devasthanams.

Marketing Department

This is a separate Department of Marketing in Tirumala Tirupati Devasthanams looking after all the matters connected with the purchase of all the goods required by the Devasthanams and sale of some of the items such as human air, auctioning of condemned stocks, absolute stocks, etc.

Parakamani

This Department looks after all the work conducted with hundi collection (donation of cash, silver, gold, precious ornaments and other valuables). This Department takes stock of all these hundi collections and hands them over to the authorised Bankers of the Tirumala Tirupati Devasthanams viz., Andhra Bank, State Bank of India.
Forest Department

A total area of 3,675 hectares of forest land is under the ownership and administrative control of Tirumala Tirupati Devasthanams. This Department is in-charge of a separate Forest Officer employed by the Tirumala Tirupati Devasthanams on deputation from Andhra Pradesh State Government.

The major functions of the Department are summed up below:

i) Supply of fuel to Tirumala Tirupati Devasthanams institutions, including temples and sale of fuel to the public at Tirumala.

ii) Tree-planing (avenue trees) and other operations under the bio-aesthetic plan.

iii) Protection of Tirumala Tirupati Devasthanams forests.

Treasury Section

The Treasury is responsible for the safe custody of all valuables in the possession of Tirumala Tirupati Devasthanams such as gold, silver, jewellery, precious stones and other costly articles. This Treasury Section is under the administrative control of Financial Adviser and Chief Accounts Officer, Tirumala Tirupati Devasthanams.
Jewellery Officer

The Jewellery Officer is in-charge of preparation of 'Pancha Loha Vigrahams', repairs to gold and silver jewellery, repairs to gold and silver vessels and receiving gold and silver dollars from the Government Mint, Bombay, etc. The entire work in this section is carried on under the direct supervision of the Jewellery Officer.

Museums

The Curator, Tirumala Tirupati Devasthanams Museums, is in-charge of the Museums. The Tirumala Museum is called 'The Hall of Antiquities' and the Museum at Tirupati is called 'S.V.Museum of Temple Arts'. There are a number of curators, guide lectures, employed in these Museums at Tirupati and Tirumala.

Health and Sanitation

The Health and Sanitation Department is under the control of supervision of the Health Officer employed on deputation from Andhra Pradesh Government.

Health and Sanitation both at Tirumala and Tirupati have assumed a very important role in the administration of the Tirumala Tirupati Devasthanams in view of the regular inflow of pilgrims estimated approximately at 35,000 per day. There are 10 Sanitary Inspectors at Tirumala, 4 Sanitary Inspectors at Tirupati,
One Senior Sanitary Inspector and about 750 other staff members in various duties such as Scavengers, Sweepers, Casual Labourers working in this Department.

**WORK FORCE IN T.T.D.**

There are about 6,300 employees in Tirumala Tirupati Devasthanams engaged in 197 cadres on 31-3-1985. In 1933, there was one Commissioner and three Peishkar cadre officers, and another about 100 employees working under him in Tirumala Tirupati Devasthanams. By 1975-76, the total number of employees in Tirumala Tirupati Devasthanams (working in all cadres has increased to 4,563 and by 1984-85, to about 6,300. There are different types of employees in the service of Tirumala Tirupati Devasthanams, e.g.,

1) Archakas and their agents who are not on the pay rolls of Tirumala Tirupati Devasthanams, but engaged in the service of the Lord, as a result of some hereditary systems.

2) Archakas paid by Tirumala Tirupati Devasthanams from its revenues.

3) All other employees working in different cadres and who are on the pay rolls of Tirumala Tirupati Devasthanams among these, there are a number of officers who are deputed from various departments of Andhra Pradesh State Government.

The full particulars of the number of employees in Tirumala Tirupati Devasthanams during the period 1976-1985 have been furnished in Table 2.1
It can be observed by a careful perusal of the data furnished in Table 2.1 that there was a steep fall in the total number of employees on the pay rolls of Tirumala Tirupati Devasthanams during the year 196-77. This is on account of the mass scale transfer of some 500 employees from the transport department of Tirumala Tirupati Devasthanams to Andhra Pradesh State Road Transport Corporation, consequent on the handing over of the transport department to A.P.State Road Transport Corporation on 10-8-1976.
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II. Engineering Dept.

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<tr>
<td>158. Asst. Catering Officer</td>
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<tr>
<td>159. Catering Supervisor</td>
<td>250-425</td>
<td>430-650</td>
<td>560-1200</td>
<td>300-750</td>
<td>310-700</td>
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<td>160. Head cook</td>
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<tr>
<td>161. Cooks</td>
<td>240-</td>
<td>410-</td>
<td>10</td>
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<td>15</td>
<td>21</td>
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<tr>
<td>162. Servers/suppliers</td>
<td>420</td>
<td>625</td>
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<tr>
<td>163. Cleaners</td>
<td>165-</td>
<td>290-</td>
<td>15</td>
<td>15</td>
<td>20</td>
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<td>25</td>
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<td>36</td>
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<tr>
<td>164. Grinders</td>
<td>250</td>
<td>425</td>
<td>5</td>
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</tbody>
</table>

XIII. S.V.Training cum-production centre for physically handicapped.

<table>
<thead>
<tr>
<th>165. Director</th>
<th>--</th>
<th>1400-</th>
<th>1400-</th>
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</thead>
<tbody>
<tr>
<td>166. Project Officer</td>
<td>800-</td>
<td>1450</td>
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<tr>
<td>167. Evaluation Officer-I</td>
<td>750-</td>
<td>1300</td>
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<tr>
<td>168. Evaluation Officer-II</td>
<td>700-</td>
<td>1200</td>
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<tr>
<td>169. Manager-production unit.</td>
<td>700-</td>
<td>1200</td>
<td>--</td>
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<tr>
<td>170. Instructors (Trades)</td>
<td>530-850</td>
<td>-</td>
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<tr>
<td>171. Technician</td>
<td>500-800</td>
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<tr>
<td>172. Surgical boot maker</td>
<td>425-650</td>
<td>-</td>
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</tbody>
</table>

**XIV. VIGILANCE DEPARTMENT.**

<p>| 173. Security Officer | - | - | - | - | - | 1 | 1 | 1 | 1 | - | - | - |
| 174. Vigilance Guards Officer | - | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | - | - | - |
| 175. Asst.Vig/Sec. Officer | 800-1450 | - | - | - | - | 2 | 2 | 2 | 2 | - | - | - |
| 176. Jamedar | 310-425 | 63 | 63 | 60 | 59 | 67 | 81 | 96 | 98 | 102 | - | - |
| 177. Vigilance Head. | 310-425 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | - | - | - |
| 178. Security guards. | 165-250 | 290-425 | 162 | 225 | 225 | 230 | 350 | 355 | 375 | 381 | 387 | - | - |</p>
<table>
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<th>14</th>
</tr>
</thead>
<tbody>
<tr>
<td>V. T.T.D. MUSEUMS.</td>
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<tr>
<td>179. Curator</td>
<td>900-1500</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<td>1</td>
<td>1</td>
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<tr>
<td>180. Guide lecturers (consolidated)</td>
<td>500</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>8</td>
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</tbody>
</table>

|VI. CENTRAL RESEARCH LIBRARY. |   |   |   |   |   |   |   |   |    | 1  | 1  | 1  | 1  |
|81. Director |   | - | - | - | - | - | - | - | 1  | 1  | 1  | 1  |
|82. Research Assts. (consolidated pay) | 900 | - | - | - | - | - | - | - | 1  | 1  | 1  | 1  |

|VII. Miscellaneous. |   |   |   |   |   |   |   |   |    | 10 | 15 | 15 | 16 | 18 | 20 | 22 | 24 | 26 | 27 |
|83. Melam staff | 165-350 290-425 | 10 | 15 | 15 | 16 | 18 | 20 | 22 | 24 | 26 | 27 |
|84. Spl. Melam Staff | 240-420 425-650 | 5  | 5  | 5  | 6  | 8  | 10 | 10 | 10 | 10 | 10 |
|85. Jewellery Apprizer. Fixed., + ADA | 340-600-1050 | 2  | 2  | 2  | 2  | 3  | 3  | 3  | 3  | 3  | 3  | 3  |
## XVIII. EDUCATIONAL INSTITUTIONS

### NON TEACHING STAFF.

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</thead>
<tbody>
<tr>
<td>187. Technician (coll)</td>
<td>180-350</td>
<td>425-650</td>
<td>4</td>
<td>4</td>
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<td>4</td>
<td>4</td>
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<td>4+1</td>
<td>4+1</td>
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<tr>
<td>188. Gasman</td>
<td>165-250</td>
<td>325-500</td>
<td>4</td>
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<td>4</td>
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<tr>
<td>189. Librarians(HS)</td>
<td>250-450</td>
<td>530-850</td>
<td>10</td>
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<td>10</td>
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<tr>
<td>Asst. Librarians (colleges)</td>
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<tr>
<td>190. Museums keeper etc</td>
<td>180-350</td>
<td>450-700</td>
<td>5</td>
<td>8</td>
<td>10</td>
<td>11</td>
<td>13</td>
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</tbody>
</table>

## XIX. Teaching Staff (Colleges).

<table>
<thead>
<tr>
<th>191. Principal</th>
<th>700-1600</th>
<th>1200-1900</th>
<th>6</th>
<th>6</th>
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</thead>
<tbody>
<tr>
<td>192. Prof. &amp; Head of the Department</td>
<td>430-800</td>
<td>36</td>
<td>36</td>
<td>34</td>
<td>32</td>
<td>30</td>
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<td>28</td>
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<tr>
<td>193. Lecturers</td>
<td>300-600</td>
<td>700-1600</td>
<td>402</td>
<td>402</td>
<td>402</td>
<td>405</td>
<td>405</td>
<td>512</td>
<td>520</td>
<td>526</td>
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<tr>
<td>194. Tutors and Demonstrators</td>
<td>250-400</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>97</td>
<td>97</td>
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</tr>
<tr>
<td>195. Teachers etc.,</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>375</td>
<td>375</td>
<td>375</td>
<td>380</td>
<td>380</td>
<td>380</td>
<td>391</td>
<td>394</td>
<td>35</td>
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<tr>
<td>Total No. of Employees.</td>
<td></td>
<td>4379</td>
<td>4148</td>
<td>4463</td>
<td>4586</td>
<td>4899</td>
<td>5227</td>
<td>5545</td>
<td>5726</td>
<td>6233</td>
<td>626</td>
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</tbody>
</table>

Source:– Schedules of Establishment of TTD.
WAGE AND SALARY BILL

The proportion of wage/salary bill in the total revenue income during the period 1976–1986, can be observed from Table 2.2.
TABLE 2.2

<table>
<thead>
<tr>
<th>Sl.No</th>
<th>Year</th>
<th>Wages and salaries (Rs. in lakhs)</th>
<th>Total Revenue Receipts (Rs. in lakhs)</th>
<th>Amount of wages and salaries expressed as a percentage of the total revenue receipt.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>1975-76</td>
<td>173.99</td>
<td>633.97</td>
<td>27.41</td>
</tr>
<tr>
<td>2.</td>
<td>1976-77</td>
<td>188.10</td>
<td>637.22</td>
<td>29.52</td>
</tr>
<tr>
<td>3.</td>
<td>1977-78</td>
<td>226.62</td>
<td>768.62</td>
<td>29.48</td>
</tr>
<tr>
<td>4.</td>
<td>1978-79</td>
<td>242.81</td>
<td>395.84</td>
<td>27.10</td>
</tr>
<tr>
<td>5.</td>
<td>1979-80</td>
<td>331.21</td>
<td>1,958.78</td>
<td>31.28</td>
</tr>
<tr>
<td>6.</td>
<td>1980-81</td>
<td>419.59</td>
<td>1,341.77</td>
<td>31.27</td>
</tr>
<tr>
<td>7.</td>
<td>1981-82</td>
<td>484.81</td>
<td>1,564.24</td>
<td>32.26</td>
</tr>
<tr>
<td>8.</td>
<td>1982-83</td>
<td>623.48</td>
<td>1,111.31</td>
<td>36.43</td>
</tr>
<tr>
<td>9.</td>
<td>1983-84</td>
<td>735.08</td>
<td>1,337.52</td>
<td>40.00</td>
</tr>
<tr>
<td>10.</td>
<td>1984-85</td>
<td>756.56</td>
<td>1,257.34</td>
<td>38.65</td>
</tr>
</tbody>
</table>

Source: Compilation from T.T.D annual administrative reports.
It can be noticed from the Table 2.2 that there is a stupendous rise in the revenue income of Tirumala Tirupati Devasthanams over a period of ten years. The revenue income has increased from Rs.634 lakhs in 1976 to Rs.1,957 lakhs in 1986 at an annual compound growth rate of 11.5 per cent. It can be further observed from the Table that all the ten years period (1976-1986), the salary/wage bill has also increased more or less at the same growth rate as that at which the revenue income has increased. The wage/salary bill has increased from Rs.174 lakhs to Rs.757 lakhs at an average compound growth rate of 12 per cent.

Taking into consideration the ever increasing number of pilgrims and their needs, Tirumala Tirupati Devasthanams has set up new institutions, departments and service departments, etc, during the last ten years (1976-1985). The total establishment bill of Tirumala Tirupati Devasthanams which was hardly Rs.173.99 lakhs in 1975-76 had gone up to a high level of Rs.756.56 lakhs by 1984-85.

This spectacular increase in the salary bill of the Tirumala Tirupati Devasthanams establishment during the last ten years can be attributed to the following:
TOTAL REVENUE RECEIPTS AND PAYMENT OF WAGES SALARIES IN TIRUMALA-TIRUPATI DEVASTHANAMS (1975-85)
1) Revision of Pay Scales of the employees

2) Frequent increases in dearness allowances and other allowance paid to employees.

3) Massive scale recruitment of employees at different levels in a number of new departments, service institutions, etc., established from time to time.

FINANCES OF T.T.D

Tirumala Tirupati Devasthanams ranks first in India and second in the world in terms of the income and wealth of the religious institutions. The total amount of income of Tirumala Tirupati Devasthanams has gone up from a low level of Rs.11 lakhs in 1933 to a high level of Rs.51.52 crores in 1984-85. All the main sources of receipts of Tirumala Tirupati Devasthanams can be classified broadly under two heads:

1. Revenue Receipts; and
2. Capital Receipts.

The revenue receipts are - i) cash received from the Arjitha Sevas; ii) sale of prasadams like laddu, vada, etc.; iii) rent received from quarters, cottages, guest houses, and other buildings; iv) receipts from the dairy farm; v) receipts from the
educational institutions maintained by Tirumala Tirupati devasthanams; vi) receipts from the transport department; viii) receipts from kalyanakatta; viii) receipts from the canteens maintained by Tirumala Tirupati Devasthanams both at Tirumala and Tirupati; ix) receipts from Tirumala Tirupati Devasthanams press; x) interest received on the fixed deposits; xi) receipts and other dividends from other investments; xii) other miscellaneous receipts like sale of publications, and old materials.

The capital receipts are i) kanukas received through hundi, from the devotees; ii) sale proceeds of jewellery and other valuables, iii) donations from public for performance of religious rites and sevas; iv) receipts from the construction of choultries and cottages; v) donations received from Nithyaannadhana padhakam. The Tirumala Tirupati Devasthanams has instituted a special scheme to provide food free of cost to the pilgrims visiting the shrine. Under this scheme, some of the philanthropists may donate a sum of Rs.10 lakhs and the Tirumala Tirupati Devasthanams authority will add a matching contribution of another Rs.10 lakhs and the whole amount is invested in long term deposits in banks, etc., the interest accrued thereon will be spent on meeting the expenditure under this scheme.
A glance at Table 2.3 given below will indicate to us, the amount of capital receipts and payments and revenue receipts and payments for the period 1976–1985.
<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Years</th>
<th>Capital Receipts</th>
<th>Capital Payments</th>
<th>Revenue Receipts</th>
<th>Revenue Payments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>1975-76</td>
<td>455.69</td>
<td>133.89</td>
<td>633.97</td>
<td>570.56</td>
</tr>
<tr>
<td>2.</td>
<td>1976-77</td>
<td>822.01</td>
<td>81.53</td>
<td>637.22</td>
<td>612.58</td>
</tr>
<tr>
<td>3.</td>
<td>1977-78</td>
<td>820.33</td>
<td>113.25</td>
<td>766.62</td>
<td>717.63</td>
</tr>
<tr>
<td>4.</td>
<td>1978-79</td>
<td>659.70</td>
<td>241.45</td>
<td>895.84</td>
<td>701.05</td>
</tr>
<tr>
<td>5.</td>
<td>1979-80</td>
<td>314.34</td>
<td>407.50</td>
<td>1058.78</td>
<td>999.45</td>
</tr>
<tr>
<td>6.</td>
<td>1980-81</td>
<td>922.67</td>
<td>581.08</td>
<td>1341.77</td>
<td>1183.26</td>
</tr>
<tr>
<td>7.</td>
<td>1981-82</td>
<td>1079.89</td>
<td>830.95</td>
<td>1564.24</td>
<td>1458.94</td>
</tr>
<tr>
<td>8.</td>
<td>1982-83</td>
<td>1599.08</td>
<td>1395.74</td>
<td>1711.31</td>
<td>1605.46</td>
</tr>
<tr>
<td>9.</td>
<td>1983-84</td>
<td>1334.38</td>
<td>1328.74</td>
<td>1835.52</td>
<td>1685.05</td>
</tr>
<tr>
<td>10.</td>
<td>1984-85</td>
<td>1344.52</td>
<td>1566.71</td>
<td>1957.34</td>
<td>1841.84</td>
</tr>
</tbody>
</table>

Linear growth rate (% per annum) | 14.2480 | 2.1018 | 13.3400 | 13.7700 |

Compound growth rate (% per annum) | 15.4000 | 4.5000 | 15.3700 | 15.7700 |

Note: All the growth rates are significant at one percent profitability level.
## Table 2.4

Table showing trend equation of capital receipts and payments and revenue receipts and payments

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Trend Equation</th>
<th>Capital Receipts</th>
<th>Capital Payments</th>
<th>Revenue Receipts</th>
<th>Revenue Payments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Linear Growth Trend</td>
<td>$Y = 236.9707t +$</td>
<td>$Y = -317.9472t +$</td>
<td>$Y = 330.1921t +$</td>
<td>$Y = 276.0341t +$</td>
</tr>
<tr>
<td></td>
<td>Equation: $Y = a + bt$</td>
<td>156.0528t</td>
<td>175.6413t</td>
<td>165.5398t</td>
<td>156.6438t</td>
</tr>
<tr>
<td>2.</td>
<td>Compound Growth Trend</td>
<td>$Y = (452)t$</td>
<td>$Y = (61.38)t$</td>
<td>$Y = (522.5)t$</td>
<td>$Y = (468)t$</td>
</tr>
<tr>
<td></td>
<td>Equation: $Y = ab^t$</td>
<td>(1.154)_t</td>
<td>(1.415)_t</td>
<td>(1.153)_t</td>
<td>(1.157)_t</td>
</tr>
</tbody>
</table>

**Source:** The trend equations are used for the purpose of projection or estimation of values for the succeeding years.
It can be observed from Table 2., that in 1975-76, the capital receipts were Rs.455.69 and they have increased to a high level of Rs.1944.52 lakhs during the year 1984-85 with a linear growth rate of 1.2480% and with a compound growth rate of 15.4000. The capital payments were only Rs.133.89 lakhs in the year 1975-76 but they have grown to a level of Rs.1566.71 during the year 1984-85 with a linear growth rate of 27.1018% and with a compound growth rate of 41.5000.

The revenue receipts were Rs.633.97 lakhs only during the year 1975-76 but they have grown to a high level of Rs.1957.34 lakhs by 1984-85 with a linear growth rate of 13.3400 and similarly the revenue payments were Rs.570.56 lakhs only during the year 1975-76 and they have grown to an extent of Rs.1841.86 lakhs with a linear growth rate of 13.7700% and with a compound growth rate of 15.7700.
REVENUE RECEIPTS AND REVENUE PAYMENTS IN
TIRUMALA-TIRUPATI DEVASTHANAMS (1976-85)
CAPITAL RECEIPTS AND CAPITAL PAYMENTS IN TIRUMALA - TIRUPATI DEVASTHANAMS (1976-85)
We have so far discussed the origin, growth, organisational structure, the functional set up, the distribution of work force, department-wise and institution-wise, etc., and the finances of the Tirumala Tirupati Devasthanams for a critical evaluation of the various facets of personnel management in Tirumala Tirupati Devasthanams. A discussion of the organisational structure, work force distribution, the resources position, wage structure, etc., prevailing in this institution will be a prerequisite for any meaningful discussion of different problems of personnel management in any institution.

We have also discussed briefly the various activities of a number of institutions, departments, etc. working under the administrative control of the Tirumala Tirupati Devasthanams.

In the chapter that follows, a factual analysis of the various aspects of personnel management or the different facets of the personnel management in Tirumala Tirupati Devasthanams are discussed.