CHAPTER - V
PERSONNEL ADMINISTRATION OF T.T. DEVASTHANAMS
5.1 INTRODUCTION

The powers duties and functions delegated to the various other officials appointed for TTD by the Government of A.P. are governed under the provision of the Chapter XIV Section 98 of the Act No. 30 of 1987.

The Government has reserved the power to appoint the high officials viz. Joint Executive Officers at Tirumala and at Tirupati, Financial Advisor and Chief Accounts Officer, Chief Security Vigilance Officer, PRC, Conservator of Forest etc., from time to time on tenure basis.

It is a fact that the administration of TTD requires in view of its enormous growth and development, the service of many high officials, heads of departments are required for shouldering the responsibility of the TTD administration.

The various other officials appointed for TTD by the Government of A.P. under the provision of this Act are:

1. Joint Executive Officer.
2. Special Grade Deputy Executive Officer.
3. The P.A. & C A O.
4. Chief Engineer.
5. Chief Security Officer and
6. Any other Officer.

They should fulfill the following condition:

1. They shall be persons professing Hindu religion.
2. They shall be whole time officials of TTD and shall not undertake any work unconnected with their offices without the prior permission of the Board of
3. The salaries of all the officers appointed by the Government for the TTD shall be paid out of the funds of TTD. The Executive Officer is the appointing authority in respect of all other posts in TTD. All service rules applicable to the Government employees of A.P. are applicable to the TTD employees also.

5.1.1 Joint Executive Officer

The Joint Executive Officer is appointed by the Government of A.P. on deputation from the cadre of Joint District Collector or a post not lower in rank than that of a Joint District Collector in any other service in the State to assist the Executive Officer in the administration. The tenure of office is three years with eligibility for another term. He will discharge his duties and functions as per the powers delegated to him by the Executive Officer from time to time. Besides, all important files of other departments including education section also are generally routed through the Joint Executive Officer for final decision.

5.1.2 Financial Advisor and Chief Accounts Officer (F.A. & C.A.O.)

The TTD is one of the richest religious organisations in India getting huge funds in the form of gifts, donations and kamakshas from the devotees and its annual income increased to Rs 250 crores by 1997. With the growing financial status year after year, it became necessary to appoint a Financial Advisor and Chief Accounts Officer to look after the finances and accounts of the TTD. This post was created in 1983. The F.A. & C.A.O. works under the direct control of the Executive Officer.
The Chief Accounts Officer, other Accounts Officers and Audit Officers work under the control of F A & C A O. According to the provisions of the Act, he is appointed by the Government of Andhra Pradesh. A person to be appointed as F A & C A O shall be

1. A person having experience of not less than five years in Indian Audit & Accounts Service or its equivalent experience in other service.

2. A person having experience of not less than five years as Head of a Department or in a post equal to or higher than that of a Deputy Secretary in the Finance Department of the State Government or equivalent experience in any other equivalent post.

3. A person having experience as Chartered Accountant for at least ten years.

The post may be filled on deputation from the State Government or Government of India or appointed on a contract basis for a period of three years.

§ 1.3 Powers and Functions of F A & C A O

F A & C A O will discharge the following functions.

He is responsible for keeping regular accounts of all the receipts and disbursements separately for each financial year as laid down in the TTD Manual of Accounts.

2. He is the Pay and Accounts Officer and cheque drawing and disbursing office.

3. He shall be responsible for the preparation of annual budget and for spending, the appropriation of the annual budget under each head properly. He shall be
consulted by the Executive Officer on all matters regarding the expenditure in the TTD.

4. It shall be the duty of the F.O. & C.A.O. and his subordinates to produce all the records to the Audit for verification and to rectify the omissions and objections raised by the Audit.

5. The F.O. & C.A.O. shall also conduct a physical verification annually of all valuable properties of TTD such as temple jewellery, vessels, vahanams, furniture etc.  7

5.1.4 Special Grade Deputy Executive Officer

In section 106 of Act No 30 of 1987 provision was made for the appointment of a Special Grade Deputy Executive Officer. A person who has held the post of a Deputy Executive Officer in TTD for a period not less than 5 years will be appointed as Special Grade Deputy Executive Officer. He will discharge his duties as per the powers delegated to him by the Executive Officer, TTD from time to time.

The Engineering Department of TTD undertakes all engineering works such as construction of buildings, choultry, marriage halls etc, laying roads, water supply, electrical works, maintenance works, and renovation of temples. In addition to these works with a view to improving the sanitary condition of Tirupati, the State Government has entrusted the underground drainage scheme to TTD. For the execution of these works, there are three Superintending Engineers for Tirumala, Tirupati and outside works. The engineering department of TTD has been divided into nine divisions each headed by an Executive Engineer. Executive Engineers are
under the control of a Superintending Engineer. Each division is further divided into sub-divisions for works at different places and they are headed by Deputy Executive Engineers. These sub-divisions are assisted by an Asst. Executive Engineer and an Asst. Engineer and other supporting staff.

5.1.5 Devasthanam Law Officer

T T D has several places of immovable property such as buildings, lands etc throughout India donated by the devotees. The Management is facing a number of legal complications at the time of taking possession of certain pieces of property. In addition to this, there are several anomalies in the service matters of the T T D employees for which the employees have been going to courts of law against the Management. To look after the legal matters of T T D a separate section has been functioning headed by Devasthanam Law Officer. of Sub-Judge rank, deputed from the Government Judicial Service on a retiral pension on contract basis.

5.1.6 Conservator of Forests

A area consisting of 2,675 hectares of forest land around the Tirumala Temple was handed over to the T T D by the State Government in 1953. To look after this the T T D is maintaining a Forest Department headed by an officer on deputation from the Government in the cadre of the Conservator of Forests. Several other Forest Officers of different cadres in this department are also deputed from Government to work under the control of the Conservator of Forests.

T T D is spending a lot of money for the implementation of bio-conservation plan to rebuild the lost ecosystem and provide a good and healthy environment to the pilgrims. Tree planting and the protection of the T T D forests are the main functions.
of the department!

5 1 7 Vigilance and Security Officer

The annual income and expenditure of the T T D run to hundreds of crores of rupees creating ample scope for exploitation and temptation for committing thefts and other kinds of malpractices. To prevent such activities the Management is maintaining a vigilance and security department headed by a Chief Security and Vigilance Officer appointed by the Government on depuration from the rank of the Superintendence of Police. He is assisted by two Vigilance and Security Officers in the cadre of the Additional Superintendent of Police along with two Assistant Vigilance and Security officers and several Vigilance Inspectors.

The following are the functions of this Department

1. To provide security and maintain law and order for the smooth functioning of the temples, shrines and other institutions under the control of T T D.

2. To protect the property of the institution and to detect malpractice cases in various departments of the T T D.

3. To help the pilgrims to be free from the exploitation of the unscrupulous elements and also to give protection.

4. To investigate petitions containing allegations and also to keep a watch over the activities of the employees, and

5. To keep the sanctity of the Seven Hills by ensuring that forbidden food stuffs such as onion and eggs and prohibited liquor are not sold or used.

5 1 8 Audit Officer

In a big public organisation like T T D, the role of audit is very important as
it is an instrument of financial control. The audit acts as a watch dog as it helps to check extravagance, carelessness and fraud in financial transactions and enhances the quality of accounting. It also ensures the expenditure to be incurred with due regularity and propriety.

There are two branches in the audit department of TTD, the pre-audit and the post-audit, headed by separate audit officers of Government. Nearly 100 Auditors are working under the control of Audit Officer. In the pre-audit all the bills pertaining to monthly salaries, pay fixation etc, are passed. In the post-audit there is a separate team of auditors who would undertake the audit of the accounts of all the TTD institutions periodically. Besides, there is a separate audit wing for passing engineering bills which is headed by a separate Audit Officer.

5.1.9 Welfare Officer

TTD has become a complex organisation with 14,000 employees working in several departments, sections and institutions. To look after the welfare of employees and to function as a liaison between the employees and the Management, there is a welfare department headed by Welfare Officer. He will take the problems of the employees to the notice of the Management and make the Management take proper steps to solve them. Facilities are provided for the employees to organise sports and cultural activities through this department. The Management has introduced the "Welfare Fund" scheme for the employees through their contributions towards their retirement benefits. The Welfare Officer has the responsibility of ensuring the proper maintenance of this scheme.
5110 Public Relations Officer

T T D has a separate Public Relations Officer appointed either on loan of service from the Public Relations Department of A P Government in the cadre of Deputy Director or by direct recruitment or by promotion from the cadre of Assistant Executive Officer.

He serves as liaison between the public and the T T D using the modern channels of publicity. The following are the functions of Public Relations Officer:

1. Maintenance of public relations with the pilgrims and the press
2. Coordination and control of the work of the Editor, the Broadcasting section and the Photographic section
3. Production and distribution of documentary films
4. Conducting exhibitions to propagate Sri Narayana Mission
5. Attending to all advertisement work relating to the T T D institutions and departments
6. Enquiry into all complaints from the pilgrims
7. All press releases and supervision of the printing and publication of the Sapthagiri Journal and other T T D publications
8. Convening of expert committee meetings for the purpose of granting aid to authors of religious books
9. Serving liaison with other departments like A P S R T C, Air India, Railways, Doordarshan(T V ) and provides up-to-date information about the activities of T T D and
10. Arranging photographic coverage of the festivals and functions of T T D
5.1.11 Marketing Officer

T T D has a number of Temples under its control and there is free distribution of food offerings in the form of prasadam to the visiting devotees daily. The Management is also maintaining a separate canteen complex at Tirumala where free meals are provided to all pilgrims after the Darshan of Lord Venkateswara under the 'Nithya Annadaanam Scheme'. For all these T T D has to purchase good quality food items such as rice, ghee, pulses and vegetables on a large scale.

In the year 1975 a separate Marketing Department started functioning and a Marketing Officer in the cadre of Deputy Executive Officer was appointed to look after this department. Prior to this all the purchases were made through the T T D Co-operative stores which was wound up subsequently. The Marketing Officer is also entrusted with the sale of human hair through public auction. This human hair is received from the Kalayarakatha complex of T T D Tirumala, where the devotees offer their hair to fulfill their vow to the Lord.

5.1.12 Transport General Manager

Prior to 1944 there was no bus conveyance to Tirumala for pilgrims. In 1944, T T D began to provide transport facility to pilgrims at the newly opened 14 km ghat road between Tirupati and Tirumala. Initially the facility was provided with only two buses. But in course of time the number of buses and other vehicles increased and T T D had to open a separate department exclusively for the maintenance of vehicles.

In the year 1975 on administrative grounds, the T T D handed over the buses and the two bus stations at Tirumala and Tirupati to the A P S R T C. Even after handing over the buses the T T D is maintaining several types of vehicles for the
conveyance of the staff, pilgrims, higher officials and for the transport of materials etc.

At present this department is under the control of a General Manager who is on deputation from A P S R T C. There are workshops at Tirupati and Tirumala for the proper repair and maintenance of the vehicles.

5 1 13 Senior Medical Officer

T T D is maintaining hospitals and dispensaries at Tirumala, Tirupati and Tiruchanur for the benefit of the pilgrims, employees and the public. One hospital at Tirumala is providing free medical aid to the pilgrims round the clock in three shifts. About 50 Doctors are working in these hospitals under the control of a Senior Medical Officer.

5 1 14 Editor

There is an Editorial wing in T T D headed by an Editor. He is in-charge of the magazine "SAPTHAGIRI". The Management has been giving financial assistance to the authors of Hindu religious books. This responsibility has been entrusted to the Editor under the general supervision of the Public Relations Officer. At present the Editorial Section and the Aid to Authors Scheme are under the control of the Editor.

5 1 15 Press Manager

T T D has a modern press for printing and publishing pamphlets, guides and other works dealing with religion as well as pictures of Lord Venkateswara and Sri Padmavathi. The printing work pertaining to all the T T D institutions and yearly Telugu panchangam, diaries and calendars is being carried out by the press.
monthly magazine "SAPTHAGIRI" a religious journal in four languages: Telugu, Tamil, Kannada and English is being printed and published by this press every month.

There are 166 employees working in this press under the control of the Press Manager.

5.1.16 Devasthanam Educational Officer

T T D has entered the field of education by establishing different types of educational institutions to make good use of its surplus funds. In 1988 there are 23 educational institutions under the Management imparting education from primary to research levels.

To look after the proper maintenance and administration of these educational institutions the post of Devasthanam Educational Officer was created in the year 1966. He shall be appointed either on deputation from education services of the Government or by direct recruitment or by loan of service from T T D service. All the 23 educational institutions are under the control of Devasthanam Educational Officer with the powers delegated to him by the Executive Officer from time to time. The Devasthanam Educational Officer also acts as the correspondent of all these educational institutions.

5.1.17 Reception Officer (Dy E O/A E O)

T T D is maintaining Guest Houses and Cottages at Tirumala and Tirupati for providing free or rented accommodation to pilgrims. There are 539 rooms at Tirupati and 932 rooms at Tirumala for providing free accommodation. About 300 furnished rooms at Tirumal and 1445 Cottages at Tirumala are maintained for
providing accommodation on rental basis. In addition to this there are 1175 suites reserved for luxury accommodation. To look after accommodation facilities in these guest houses and chowkies several employees are working round the clock on shift system. They work under the control of the Deputy Executive Officer (Reception) at Tirumala and Assistant Executive Officer (Reception) at Tirupat.

5 1 1 8 Health Officer

The Department of Health and Sanitation plays a very important role in TTD. This department is maintaining health and sanitation in and around the Tirumala temple and the Tirumala Panchayat. The other institutions of TTD both at Tirumala and Tirupat are also under the purview of this department. This department is under the control and supervision of a Health Officer taken on deputation from the State Government. There are 2198 employees of different categories ranging from the Senior Sanitary Inspector to the scavenger work in this department.

This department is empowered to constantly check up the quality of the food supplied to the pilgrims not only in the TTD canteens but also in the private hotels at Tirumala.

5 1 1 9 Garden Superintendent

TTD has 260 acres of land spread over Tirumala and Tirupat with beautiful gardens. This department is taking all necessary steps to supply flowers for the decoration of temples daily and on special festival occasions to all temples. There are 908 employees of different categories working under the direct control of the Garden Superintendent.
5120 Secretary-Hindu Dharma Prachara Parishad (H D R S)

The Hindu Dharma Prachara Parishad was established as per the provisions of the Act No 20 of 1979 with the objective of promotion and popularisation of Hindu Religion. It has been functioning under the control of an officer designated as Secretary. He is in the cadre of Joint Executive Officer as deputed by the Government separately. Otherwise this wing will be under the control of the existing Joint Executive Officer.

It has 23 branch offices spread over South India with its head quarters at Tirupati. There is a governing body constituted of all important Hindu Sects to render their suggestions for propagation of Hinduism. This project is conducting competitions every year in Telugu viz. Epic study examination for school children of all high schools in A.P. in the stories from the great epic of Ramayana, Mahabharatha and Bhagavatha and Hindu Dharma. The winners in this competition are awarded silver dollars and lumpsum amounts for their future studies.

5121 Estate Officer

The ever growing assets of T T D are managed and controlled by the Revenue Section which keeps the records of its acquisitions as well as the gifts received. It also deals with the allotment of quarters and house sites to the employees. The Revenue section has two divisions one at Tirumala and the other at Tirupati under the control of officers of the rank of A E O designated as Devasthanam Revenue Officer (D R O). Again their functions are supervised by an Estate Officer, deputed from the Government service of the rank of the Special Grade Deputy Collector of Revenue. The Tirumala Panchayat and the office of the basic register cell, which prepares the
details of the immovable assets of TTD are also under his control

51.22 Farm Superintendent

TTD is maintaining a Dairy Farm in 240 acres of land exclusively to supply pure cow's milk, curd and butter to various temples and institutions of TTD as per 'Dittam'.

It also maintains the temple paraphernalia of animals like elephants, horses and bulls, for the use of different temple functions like Brahmotsavam. There are 122 employees of different cadres working under the direct control of the Superintendent of the Dairy Farm, who is a senior veterinary doctor.

51.23 Museum Curator

TTD has established two museums i.e., the Hall of Antiquities at Tirumala and Sri Venkateswara Museum on Temple Art at Tirupati. These two museums are being administered by a section headed by a curator, who is under the administrative control of a Deputy Executive Officer. There are Guide lecturers working in the institution to guide the visiting public.

A perusal of the above information reveals the extensive character of the TTD administration. Obviously, the TTD Management has passed through various phases. A growing organisation like TTD, in which there are about 14,924 regular employees of various cadres and about 2,000 Non-Muster Roll workers, has to confront with a number of problems of personnel management. But surprisingly, the Government has not so far realised the need of creating a body of competent and qualified persons to bestow special attention on problems relating to the personnel administration. As mentioned by J. Subramanyam in his doctoral thesis the creation
of an independent department of personnel management in the TTD is perhaps the need of the hour. Besides, the TTD has to look after the amenities and safety of the pilgrims too. This aspect also does not appear to have received adequate attention inspite of the evergrowing influx of pilgrims and the enormous increase in their offerings to the Lord. So TTD would do well if a personnel department is created to devote a greater attention to the effective and efficient management of the personnel on the one hand and the pilgrims on the other. It is really a great privilege on part of the TTD employees to get associated with the Administration of TTD. The confidence reposed in the employee whatever may be his status, is the main contributing factor towards the harmonious relationship between the employer and the employee. The relationship between the TTD management and the employees is always cordial. The Devasthanams' 15,000 employees enjoy many welfare schemes such as medical and education facilities, owning of houses on instalment basis, acquiring loans from the management, etc. Since the Devasthanams serve the large members of pilgrims visiting Tirumala, the administrative machinery has to work round the clock enduring some inconveniences at Tirumala and Tirupati.

In spite of all the sincerity of service with devotion and missionary zeal, some drawbacks may evidently be observed. Sometimes devotees who come from distant parts of the country, standing for many hours in the serpentine queue, feel disheartened for not being allowed to have the Darshan of Lord for even a few seconds out of maximum 18 hours allotted for free Darshan, by allowing 30 devotees for one minute the Devasthanam is able to clear 32, 400 devotees per day. During special occasions when the number of devotees are forced to leave the sanctum sanctorum
with the good intention that the long-waiting devotees should at least have a glimpse of God even for a fraction of second. The helplessness of the Devasthanams and the employees may rightly be understood by the public.

In the din and noise of the modern world, only temples provide an atmosphere of sanctity and tranquility. Tirumala, otherwise known as Kaliyuga Vaikunta, is one of the important temples boasting of a record revenue which is a sufficient indication of man's intrinsic faith in God's grace. As the Jagadguru Sankaracharya of Kanchi very aptly put it, Gratitude for help received is a cardinal virtue. The taxes you pay to the Corporation and to the Government are your expression of gratitude for the services rendered by those agencies. There are super human agencies which confer benefits on us. We must express our gratitude to those agencies in manner prescribed in the Vedas, known as Yagna. Though schools, hospitals, and banks and such other social service organisations may be necessary in the context of our present times, these institutions cannot serve their respective purposes in the absence of devotion. The one cure for all human ills is the power to endure them with faith in God's grace. Bhakti alone can give power of endurance. Temples are the agencies for the cultivation of Bhakti. Hence, the obligation to build temples in every place. If ever any proof is required that temples are live institutions, the shrine at Tirumala presided over by Lord Venkateswara is a veritable truth.

5.2 SERVICE REGULATIONS

The Government have approved the service regulations framed by the then Management Committee in GO Ms No 1338, Revenue (Endts III) Department dated 5-11-79. However, because of the agitation from the TTD employees Unions...
and Associations the Government kept them in abeyance by their Memo No 3545 Revenue (Encl No II) Department dated 5-12-1979

After considering the administration set up the new posts and cadres which came into existence in the staff pattern of TTDs the Government in their G C Memo No 1050 Revenue Department dated 24-10-1989 have issued the new service rules for TTD employees and the same have come into effect immediately

5.3 SALARIES AND WAGES

The TTD is one of the biggest employers in the country and among religious institutions it is the biggest. As an employer it does not discriminate against appointing qualified Non-Hindus to any ministerial and teaching post. They are quite a few Muslims and Christians on its pay-roll. The number of employees on the payroll increased from less than 100 in 1933 to nearly 15000 in 1996. Apart from the need to provide facilities to the growing number of pilgrims the ever-expanding, socio-economic activities of the TTD have resulted in a rapid expansion in the number of TTD employees. There are thousands of employees working at the Tirumala temple the other temples and in the service departments for temples such as the dairy farm, the garden and the forest departments. The service department for pilgrims comprise the canteens the chaullirs the hospitals and dispensaries the engineering division the general administration and educational institutions etc. The salaries and wages of the employees working in the various departments are presented in Table 5.1. It can be seen from the table that the employees working in the service departments for pilgrims and the educational, institutional account for more than 50 per cent of the salaries and wages. The expenditure on the salaries and wages has been.
Table 5.1

Salaries and Wages Group-Wise of the TTD Selected Years

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<tr>
<th></th>
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<tbody>
<tr>
<td>1 Sri Venkatesa Temple</td>
<td>0.36</td>
<td>0.64</td>
<td>1.34</td>
<td>3.15</td>
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<tr>
<td></td>
<td>(7.42)</td>
<td>(3.91)</td>
<td>(5.23)</td>
<td>(5.26)</td>
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<tr>
<td>2 Other Temples</td>
<td>0.19</td>
<td>0.34</td>
<td>0.75</td>
<td>1.59</td>
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<tr>
<td></td>
<td>(5.92)</td>
<td>(3.4)</td>
<td>(2.91)</td>
<td>(2.66)</td>
</tr>
<tr>
<td>3 Service Departments Rs.</td>
<td>0.15</td>
<td>0.23</td>
<td>0.95</td>
<td>5.00</td>
</tr>
<tr>
<td>Temples (one Dummy)</td>
<td>(3.25)</td>
<td>(6.25)</td>
<td>(7.49)</td>
<td>(8.36)</td>
</tr>
<tr>
<td>(Ground Trends)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 Service Department for</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Pilgrims Party</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>(Choultries / Intents /</td>
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<td></td>
</tr>
<tr>
<td>Vigilance Security etc.)</td>
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<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5 Hospitals and Dispensaries</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>0.65</td>
<td>0.91</td>
<td>1.45</td>
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</tr>
<tr>
<td></td>
<td>(3.23)</td>
<td>(3.53)</td>
<td>(2.42)</td>
<td></td>
</tr>
<tr>
<td>6 Engineering Division</td>
<td>0.49</td>
<td>0.52</td>
<td>0.60</td>
<td>0.83</td>
</tr>
<tr>
<td></td>
<td>(10.13)</td>
<td>(3.66)</td>
<td>(1.25)</td>
<td>(18.10)</td>
</tr>
<tr>
<td>7 General Administration</td>
<td>0.59</td>
<td>1.37</td>
<td>2.05</td>
<td>6.82</td>
</tr>
<tr>
<td></td>
<td>(12.16)</td>
<td>(12.65)</td>
<td>(11.57)</td>
<td>(11.40)</td>
</tr>
<tr>
<td>8 Educational Institutions</td>
<td>0.41</td>
<td>1.99</td>
<td>5.54</td>
<td>12.23</td>
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<tr>
<td></td>
<td>(29.07)</td>
<td>(26.78)</td>
<td>(21.51)</td>
<td>(30.61)</td>
</tr>
<tr>
<td>GROSS SALARIES &amp; WAGES</td>
<td>0.83</td>
<td>10.83</td>
<td>25.76</td>
<td>53.83</td>
</tr>
</tbody>
</table>

NOTES

1. Figures in parentheses are percentages to the total salaries and wages.

2. The salaries and wages of the employees working in hospitals and dispensaries for the year 1981-82 were included in the service department for pilgrims.

SOURCE: TTD Budget.
rising over the years. It can be seen in Table 5.2 the share of salaries and wages in the revenue expenditure and the total.

It is obvious from these tables that the share of salaries in the revenue and the total expenditure has been rising over the years. The service regularisation of personnel taken on the basis of the Nominal Muster Rolls (NMR) and the barbers of the Kalyanakatta frequent increases in the pay DA and other service benefits to the employees and the increasing number of employees are among the important reasons for the growth of salary expenditure. The construction of more choultries, cottages and kalyanamandapams and other buildings have contributed to the increase in personnel and consequently a rise in the wage bill. The TTD accounts do not show the expenditure on the salaries separately from the wages. While salaries are paid to regular employees wages are paid to daily casual labour. NMR workers and such other contingent staff. The rules governing recruitment of NMRs and casual labour and daily labour are very flexible and most of the appointments under this category are made at the discretion of the heads of departments under this category are made at the discretion of the heads of departments and other officers. Most of the daily wage workers after working for a certain period seek judicial interventions have also been to the advantage of the workers resulting in a heavy burden of expenditure on the TTD. Though the state government has banned such appointments since 1994, the TTD continues to appoint some on a contract basis without issuing any appointment order in writing. Such practices eventually impose a larger liability on the TTD.

The growing revenue expenditure on the salaries and wages is of major concern to the TTD. If the fifth pay commission's recommendations are to be implemented
### Share of Salaries and Wages in Total Expenditure
(Revenue and Capital) Selected Years

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>Expenditure on salaries and wages</td>
<td>4.85</td>
<td>10.83</td>
<td>25.76</td>
<td>59.83</td>
</tr>
<tr>
<td>(Rs in Crores)</td>
<td>(20.06)</td>
<td>(24.86)</td>
<td>(28.39)</td>
<td>(30.73)</td>
</tr>
<tr>
<td>Total Expenditure</td>
<td>24.18</td>
<td>43.57</td>
<td>90.74</td>
<td>194.72</td>
</tr>
<tr>
<td>(Rs in Crores)</td>
<td>(100)</td>
<td>(100)</td>
<td>(100)</td>
<td>(100)</td>
</tr>
</tbody>
</table>

**Note**: Figures in parentheses are percentages to the total expenditure.

**Source**: TTD Budgets (Various Years)
the wage-bill will go by about 1.5 crores. The TTD has to take steps to see that it would not harbour redundant staff or labour. The wage bill can be controlled by not resorting to unnecessary constructions of buildings and Kalyanamandapams. The TTD has to explore giving away some of the works to private agencies following such steps as taken by the centre, and state governments.

In addition to privatising the provision of certain services, the TTD can effect economy in the staffing of certain departments and redeploy them in other departments where they are needed most. An examination of Table - 53 reveals that apparently the engineering department has supernumerary staff at the class III and class IV levels. There has also been abundant staff at the class III & the class IV levels in other departments such as the garden department, the transport department, certain vigilance and security press health departments etc. While the present study has not examined the adequacy or otherwise of the staff in each department in relation to the functions assigned to each department, there is the general impression that the TTD departments are over-staffed. There is an urgent need for a comprehensive study on the personal requirements of various departments with a view to determining the departments which have excess staff. Besides it is also necessary to examine the scope of privatising the provision of certain pilgrim facilities such as the maintenance of the TTD cottages, choultries and guest houses and sanitation subject to the overall control and regulation by the TTD. The study conducted by the Tata Consultancy services in 1988 itself reveals that there was overstaffing in certain departments calling for deployment. The second issue highlighted by the Tata Consultancy Services study was that there was enormous scope for mechanising and computerising certain services which,
### Table 5.3

The Employees of the TTD 1997

<table>
<thead>
<tr>
<th>Department/Class</th>
<th>Engineering Division</th>
<th>Hospitals &amp; dispensaries</th>
<th>General Admin</th>
<th>Temples</th>
<th>Others</th>
<th>Total</th>
<th>Percentage to the total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class I</td>
<td>16</td>
<td>20</td>
<td>58</td>
<td>3</td>
<td>4</td>
<td>101</td>
<td>0.89</td>
</tr>
<tr>
<td>Class II</td>
<td>228</td>
<td>52</td>
<td>232</td>
<td>18</td>
<td>8</td>
<td>538</td>
<td>4.76</td>
</tr>
<tr>
<td>Class III</td>
<td>53</td>
<td>155</td>
<td>1103</td>
<td>898</td>
<td>217</td>
<td>2426</td>
<td>21.49</td>
</tr>
<tr>
<td>Class IV</td>
<td>593</td>
<td>145</td>
<td>2289</td>
<td>4265</td>
<td>954</td>
<td>8226</td>
<td>72.86</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>890</strong></td>
<td><strong>372</strong></td>
<td><strong>3682</strong></td>
<td><strong>5184</strong></td>
<td><strong>1163</strong></td>
<td><strong>11291</strong></td>
<td><strong>100.00</strong></td>
</tr>
</tbody>
</table>

Note 1: Other include employees working in garden department, transport department, canteens, vigilance and security, press, health departments, etc.

Source: Collected from the records of the establishment section of the TTD
were manually performed mechanism and computerisation, apart from improving the quality of services. It would reduce the expenditure burden on the TTD. The departments of general administration, health and sanitation, and the section preparing president and other items are areas which need computerisation and mechanisation. More important organisation reform of various departments is needed to ensure better utilisation of personnel. Further, the reorientation and training of employees in certain departments to specialisation and professional is necessary continuous system of manpower planning and management is necessary to accomplish the above objectives. It is high time that the TTD set up an independent manpower planning and management division for this purpose.

OTHER BENEFITS TO EMPLOYEES

The TTD is not only a good pay master but also a magnificent management that provides a good number of benefits to the employees. There is a wide range of benefits to the employees. Loans are given for purchase of marriages of the employees or their children and for the purchase of vehicles and household articles at an interest rate of 4 percent. The employees who do not own houses in Trirupur are housed in the TTD quarters which are located both in Trirupur and Tamil Nadu at concessional rates. Building sites, loans for the construction of houses are allowed to the employees and the loans with a nominal interest are recovered from their salaries.

There are other benefits provided absolutely free to the employees. They are

- Contribution to employees' Provident and Pension Funds,
- Foreign service contributions for pension and leave salary,
pension to the retired employees
leave travel concession
c\x gratia payments
education of employees' children and training of employees,
payments under the Workmen's Compensation Act,
gratuity
free medical facilities and re-imbursement of medical expenses,
total tuition fee re-imbursement of medical expenses,
Pilgrim centre compensatory allowance and hill allowance to the employees
working in Tirumala and annual Bhramhosavam babumaram or monetary gift

The expenditure incurred by the TTD on benefits to the employees working in
the eight different groups of the TTD are shown in Table - 5 4. It is clear from the
table that the largest benefits are received by the employees working in general
administration. It can be observed from Table - IV 3 that other benefits have been
increasing gradually over the years.

The TTD is a trust. It is not only a custodian of the assets of the temple but
an upholder of the religious heritage. The management of the temple should not give
an impression that it primarily exists for the employees. The range of non-salary
benefits provided to the employees is so wide that the TTD has few equals in this
field. While the welfare of the employees is important, it should not lead to a
distribution of largess. Therefore, the non-salary benefits given to the employees
should be reviewed with a view to rationalising them and thus, minimise the financial
## Other Benefits to TID Employees - Selected Years

<table>
<thead>
<tr>
<th>Department / Wing</th>
<th>1986-87</th>
<th>1991-92</th>
<th>1996-97</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sindoorimala Temple</td>
<td>0.05</td>
<td>0.12</td>
<td>0.16</td>
</tr>
<tr>
<td></td>
<td>(0.94)</td>
<td>(2.56)</td>
<td>(2.49)</td>
</tr>
<tr>
<td>2 Other Temples</td>
<td>0.01</td>
<td>0.22</td>
<td>0.10</td>
</tr>
<tr>
<td></td>
<td>(1.39)</td>
<td>(0.93)</td>
<td>(1.56)</td>
</tr>
<tr>
<td>3 Service Department for</td>
<td>0.01</td>
<td>0.04</td>
<td>0.55</td>
</tr>
<tr>
<td>Temples</td>
<td>(1.39)</td>
<td>(1.13)</td>
<td>(1.44)</td>
</tr>
<tr>
<td>4 Service Department for</td>
<td>0.04</td>
<td>0.26</td>
<td>1.24</td>
</tr>
<tr>
<td>Pilgrims</td>
<td>(5.56)</td>
<td>(7.72)</td>
<td>(19.28)</td>
</tr>
<tr>
<td>5 Hospitals and Dispensaries</td>
<td>0.01</td>
<td>0.04</td>
<td>0.34</td>
</tr>
<tr>
<td></td>
<td>(1.39)</td>
<td>(1.36)</td>
<td>(5.29)</td>
</tr>
<tr>
<td>6 Engineering Division</td>
<td>0.03</td>
<td>0.16</td>
<td>0.66</td>
</tr>
<tr>
<td></td>
<td>(4.17)</td>
<td>(4.75)</td>
<td>(10.26)</td>
</tr>
<tr>
<td>7 General Administration</td>
<td>0.51</td>
<td>2.53</td>
<td>2.76</td>
</tr>
<tr>
<td></td>
<td>(70.83)</td>
<td>(75.07)</td>
<td>(42.92)</td>
</tr>
<tr>
<td>8 Educational Institutions</td>
<td>0.06</td>
<td>0.18</td>
<td>0.82</td>
</tr>
<tr>
<td></td>
<td>(8.33)</td>
<td>(5.34)</td>
<td>(12.75)</td>
</tr>
<tr>
<td></td>
<td>0.72</td>
<td>3.37</td>
<td>6.43</td>
</tr>
</tbody>
</table>

### Notes
1. Figures in parentheses are percentages to the total other Benefits.
2. The other benefits to employees for the year 1981-82 was not available.
burden changes in machinery and equipment are necessitated. Therefore, a good
deal of money spent on such items can be avoided if the TTD follows a system of
advanced planning before designing buildings or acquiring machinery.

The other committed payments are an important factor responsible for the rapid
growth of the revenue expenditure. The other committed payments comprise the
statutory contribution of the TTD to the State Government of Andhra Pradesh
towards the Endowment Administration Fund and the Common Good Fund as laid
down by IIR & C Act of the TTD. The TTD has to contribute 7 percent of its
annual income or fifty lakhs in lumpsum\(^2\) whichever is higher to the Endowment
Administration Fund. This is a liability accruing to the TTD on account of the
services rendered by the government employees. A Common Good Fund is set up by
the government for the purpose of renovation, preservation and maintenance including
slab undying endowments of the Hindu religious and charitable institutions or
endowments which are in need of financial help. The TTD has to pay annually to
the Government not less than five percent\(^3\) of its net income. But the TTD has
been contributing a fixed amount of Rs. 25.00 lakhs to the Endowment Administration
Fund and Rs. 75.00 lakhs to the Common Good Fund since 1981. The amounts have
been revised and the TTD has contributed Rs. 50.00 lakhs to the Endowment
Administration Fund and Rs. 220 crores to the Common Good Fund during 1996-97.

The other committed payments of the TTD also include annual grants and
contributions to the Srimivasa Mission under which grants are given to the Dharma
Prachara Parishad. This Dharma Prachara Parishad\(^2\) was established by the TTD
as per the provision of the HR & CE Act for the purpose of propagation and
promotion of the Hindu Dharma through discourses, devotional music performances, and propagation of the Bhagavat Geetha at all its centres. Under the Srinivasa Mission, grants and contributions are also made to various TTD temples and to various trusts for the propagation of religious studies and works and to educational institutions. Grants and contributions are made to wholly secular activities such as SVIMS, BRRD, and the under-ground drainage scheme etc.

The S V Institute of Medical Sciences, deemed to be a University and an advanced super-speciality hospital has been established and largely funded by the TTD. The land, the buildings, and the medical equipment required for the super-speciality hospitals have been provided by the TTD. It is also meeting the maintenance expenditure on the hospital. During 1996-97, the TTD had made an annual grant of Rs 6 crores to the hospital, which provides free treatment to all TTD employees but charges others. Though the management of the hospital enjoys an autonomous status, the TTD exercises de facto control over it. Though the hospital itself cannot demand donations from the devotees of the Lord as well as the government, the majority of its finances continues to be the TTD.

TTD is one of these rare institutions inherited by the Nation as a part of its holy trust. Its sanctity and holiness has to be preserved at all costs. The TTD administration provides tests of its efficiency every day and at every stage because of its pilgrim-orientation and the onerous responsibilities connected with it.

It is hoped that the TTD Administration will prove itself to be a true vehicle for the services of the Lord and the convenience of the thousands of pilgrims and devotees who visit Tirumala temple everyday.
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