

Revenue ¹⁸⁹⁷ (~~191~~) Department.

Miscellaneous SERIES.

G.O. No. 393.

DATED 22. 7. 1897.

[Despatch Abstract.]

Passing order on the question of reduction
of establishment of the Board's office
(Settlement branch)

BACK PAPERS.

G.O.	No.	Department.	Date.	G.O.	No.	Department.	Date.

FURTHER PAPERS.

G.O.	No.	Department.	Date.	G.O.	No.	Department.	Date.

REVENUE DEPARTMENT.

1896.

Board of Revenue

(Revenue Settlement, Land Records
and Agriculture),

MADRAS.

Printed June th.

Reel 4 8.96.

Proceedings, 17th June 1896, No. 136.

Department of Revenue Settlement, Land Records and Agriculture.—Replying to memorandum from Government regarding the possibility of effecting a reduction in the strength of the office establishment maintained in the —.

PROCEEDINGS OF THE BOARD OF REVENUE
(REVENUE SETTLEMENT, LAND RECORDS AND AGRICULTURE).

READ—the following paper :—

OFFICIAL MEMORANDUM.

The Government having noticed that the establishment entertained in the office of the Board of Revenue (Revenue Settlement, Land Records and Agriculture) is apparently excessive when compared with that employed in the other two branches of the Board's office, the Commissioner of Revenue Settlement and Director of the Department of Land Records and Agriculture is requested to explain whether the strength of his office establishment cannot be reduced.

(Signed) LIONEL DAVIDSON,
Ag. Under Secretary to Government.

FORT ST. GEORGE,
8th January 1896.

To the Board of Revenue, Revenue Settlement.

RESOLUTION—dated 17th June 1896, No. 136.

The Board begs to submit the following reply to the Official Memorandum read above regarding the possibility of effecting a reduction in the strength of the office establishment maintained in the Department of Revenue Settlement, Land Records and Agriculture.

2. Previous to the re-organization of the Board, the establishment under the Director of Revenue Settlement and Agriculture consisted of 5 officers drawing Rs. 100 and above, and 37 clerks and accountants drawing less than Rs. 100 per mensem, besides 34 temporary hands paid from Rs. 12 to Rs. 25, as shown below :—

Settlement.			Irrigation.		
		RS.			RS.
1 Assistant	...	500	1 Manager	...	350
1 Manager	...	200	17 Accountants under Rs. 100,	...	
1 Deputy Manager	...	120	at a total cost of	...	445
1 Examiner	...	100			
20 Clerks on less than Rs. 100,					
at a total monthly cost					
of	...	670			
24	Total, monthly	1,590	18	Total, monthly	795

- | | |
|--|---|
| 1. Revision of village establishments. | 12. Statistical returns. |
| 2. Land trade with Native States (since discontinued) | 13. Kistbandi. |
| 3. Inter-provincial and internal road traffic. | 14. Transfers of land from dry to wet. |
| 4. Rail-borne traffic | 15. Transfers of poramboke lands to assessed. |
| 5. Minor irrigation works including the disposal of repair grants. | 16. Well rules. |
| 6. Cultivation and rainfall accounts. | 17. Composition for second crop. |
| 7. Prices. | 18. Cowles. |
| 8. Weights and measures. | 19. Ruined tanks. |
| 9. Season reports. | 20. Village and taluk accounts. |
| 10. Reports on the forecast and condition of crops. | 21. Annual Administration report relating to production and distribution, &c. |
| 11. Special crops (coffee, indigo, &c.). | 22. Statement of industries. |
| | 23. Jamabandi report. |
| | 24. Season and fixed remissions. |
- N.B.—No. 1 was subsequently transferred to Land Revenue Department and No. 23 to Separate Revenue Department.

At the re-organization of the Board in April 1887, all the statistical and other work noted on the margin was transferred to this department of the Board, and 26 men were added at a total monthly cost of Rs. 1,565 as noted below :—

	RS.
1 Head Accountant	250
1 Second Accountant	200
1 Superintendent	150
23 Clerks on less than Rs. 100	965
Total ...	1,565

Thus the combined establishment sanctioned at the re-organization consisted of

	RS.	
1 Settlement Assistant	500	8 men * drawing from Rs. 100 to Rs. 500
1 Irrigation Manager	350	and 60 drawing less than Rs. 100. In-
1 Head Accountant	250	cluding office servants, the total cost of
1 Settlement Manager	200	the establishment was Rs. 4,203 per men-
1 Second Accountant	200	sem. The monthly cost of the estab-
1 Superintendent	150	lishment of the other two departments
1 Deputy Manager	120	amounted to Rs. 3,828 (Land Revenue)
1 Examiner	100	and Rs. 3,375 (Separate Revenue).

3. In 1886, the Finance Committee on the revision of the Provincial Contracts remarked, among other things, that the Settlement establishment of the Director was too strong, that the Uncovenanted Assistant on Rs. 500 a month "should be abolished or his pay reduced, and that by amalgamation with the Irrigation Accounts Department, the cost of the establishment might be reduced by at least Rs. 6,000 a year." The then Director, Mr. (now the Honourable Mr.) Grose, however, strongly protested against the proposed reduction, and Government deferred passing final orders until the re-organization of the Board had been carried out (*vide* paragraph 9 of G.O., No. 315, dated 22nd March 1887).

4. In May 1887, Government, on a reference from the Government of India, observed that the reduction of Rs. 6,000 directed by the Finance Committee should be carried out, and called for proposals. The Board represented that the re-organization had been in force for two months, and that the combined establishment was not more than sufficient for the important duties assigned to the department; but in deference to the wishes of Government, it proposed the following reductions:—

	RS.
(i) Abolition of the post of Settlement Manager on	200
(ii) Do. do. of Deputy Manager on	120
(iii) Do. of three Temporary Famine Analysis Clerks	150†
(iv) Reduction in the pay of Irrigation Manager	50
Total ...	520
or Rs. 6,240 a year.	

† Note.—This had already been carried out from 1st April 1887.

Government, however, considered the proposed reduction to be inadequate, and ordered that the two posts of Settlement First Assistant (Rs. 500) and Irrigation Manager (Rs. 350) should be amalgamated, and placed under one officer on Rs. 400 to be designated Registrar, assisted by the Settlement Manager on Rs. 200, whose post was to be retained. The Deputy Manager on Rs. 120 was abolished, and the pay of the Second Accountant reduced from Rs. 200 to Rs. 175. These reductions resulted in a saving of Rs. 7,140 a year [$12 \times (450 + 120 + 25)$]*—vide* G.O., No. 673, dated 12th July 1887. The designations of the three higher appointments were subsequently changed as follows:—

	From	To
<i>Vide</i> G.O., No. 1179, dated 20th December 1887.	Registrar (400)	First Assistant.
	Head Accountant (250)	Second Assistant.
	Settlement Manager (200)	Head Accountant.

5. In considering the strength of this department, the temporary hands, maintained for the checking and printing of settlement registers, numbering 34 men, at a cost of Rs. 571 a month, should be excluded. This establishment has been in existence now for nearly 21 years, and up to 1889, was treated as part of the field establishment of the Deputy Commissioners of Settlement, its cost being debited against the several Parties. Since 1890, it has been found more convenient to treat the establishment as part of the Central Office. The examination, field by field, of the registers sent up (in the vernaculars) by the Parties, to see whether the assessment given corresponds with the class and taram and the area, and whether the entries agree with the descriptive memoirs, eye-sketches and sketch maps, the translations of the registers into English and the passing of the registers in diglott through the press, entail very laborious work and it has not been found possible to reduce the number of these temporary hands. On the contrary, temporary additions are occasionally sanctioned when the number of registers to be printed is large.

6. Excluding the above establishment, the strength of the permanent staff now consists of only 66 men, as against 64 in the Land Revenue, and 71 in the Separate Revenue, as shown below. Fuller details will be found in the appendix.

	Land Revenue.		Separate Revenue.		Settlement, &c.	
	No.	Cost.	No.	Cost.	No.	Cost.
1. Number of hands on Rs. 100 and above	13	Rs. 2,575	6	Rs. 1,500	6	Rs. 1,275
2. " on Rs. 50 and above, but less than Rs. 100 ..	16	975	16	1,135	11	690
3. " on " 25	27	880	42	1,310	34	1,135
4. " below Rs. 25	8	135	7	140	15	255
Total ..	64	4,565	71	† 4,085	† 66	3,355
5. Attenders, peons and menials	44	376	30	258½	30	273½
Total ..	108	4,941	101	4,343½	96	3,628½

* This includes the Forest Branch (8 hands costing Rs. 580), but not the Court of Wards which consists of 15 hands costing Rs. 920 a month. The Land Revenue establishment (including Forests) has since been reduced to 66 hands to provide for an Assistant Secretary.

† Includes pay of 3 Sub-Inspectors attached to the Central Office.

‡ Includes 17 hands maintained for the tabulation of irrigation returns at a cost of Rs. 445.

It will be seen that the strength and cost of the establishment of the Settlement Department compares favourably with the Separate Revenue Department and with the Land Revenue, as it stood before the recent reduction, which was effected with the view of providing for an Assistant Secretary. The reduced strength of that department consists of 57 hands including the Assistant Secretary and costs Rs. 4,515 a year.

7. At the re-organization, the whole of the statistical work connected with the jamabandi and administration reports, prices, rainfall, cultivation, land trade, rail-borne traffic, minor irrigation works, season reports, returns of agricultural statistics, &c., which was done in what was called the Kacheri Branch of the Board, under the Head Sheristadar, was transferred to the Settlement and Agricultural Branch. For the whole of this work, only 13 men were allowed, including the Head Accountant, while, for the correspondence and record sections, 13 more men were sanctioned. Subsequent to the re-organization, other subjects of an important nature, *e.g.*, loans, &c., were transferred to this department from Land Revenue without a corresponding transfer of establishment.

8. Taking the higher appointments, viz, those carrying over Rs. 100, there are at present 5 officers—on Rs. 400, 250, 200, 175, 150—who are in charge of separate sections, each with a certain number of clerks or accountants, as shown below:—

Heads of sections.	Description of work.	Number of clerks working in each section.	Corresponding number in the Land Revenue Department.
1. First Assistant	Settlement, loans, petitions, water-rate and second-crop charge.	4	7
2. Second Assistant	Season report, famine relief programmes, forecast reports, rail-borne trade, road traffic registration, economic condition reports, veterinary department papers, famine analysis registers and vital statistics, and minor irrigation works.	5	5
3. Head Accountant	Jamabandi report, administration report, village and taluk accounts, &c.	3	..
4. Second Accountant	Returns of agricultural statistics and miscellaneous returns.	2	..
	Prices, rainfall, cultivation, &c.	2	..
	Compilation of special statistics	1	..
	In charge of temporary establishment for printing settlement registers.	..	..
	Registering and despatching clerks	4	4
	Examiner and comparing clerk	2	2
	Copyists	5	6
	Indexer	1	1
	Disposal list clerk	1	1
	Press clerk	1	1
	Record-keeper	1	1
	Referencers	5	6
5. Superintendent of Correspondence Section.	Map record-keeper in charge of Survey Maps and Settlement Records.	1	..
	Librarian	1	1
	Cash and audit	3	2
	Circulation clerk	1	1
	Touring clerk	..	1
	Call and arrear list clerk	1	2
	Petition department	..	8
	Add heads of sections ..	44	49
	Total ..	49	56
	Add Irrigation, under Settlement and Forest under Land Revenue.	17	8
	Grand Total ..	66	64

* One additional hand is required to audit travelling allowance and contingent bills of Deputy Commissioners and Assistant Commissioners, Superintendent and Assistant Superintendent, Civil Veterinary Department and Deputy Director, and their establishments and Agricultural Inspectors.

† Strength before the revision.

Sometimes the distribution of the men shown above is altered, and one or more hands are transferred from one section to another, where work may be pressing; but, on the whole, allowing for absence of men owing to illness or other causes, the above distribution will, the Board trusts, show clearly that the strength of the department is very far from being excessive.

9. The following statement shows the number of papers received and disposed of in the department during the past three years, as compared with the Land Revenue Department:—

		Papers received.				Disposals.			
		1893.	1894.	1895.	Average.	1893.	1894.	1895.	Average.
Settlement Department	Proper	16,549	16,424	14,412	15,795	12,437	12,752	10,715	11,968
Land Revenue	Forest	17,271	16,939	16,382	16,864	14,056	13,895	13,096	13,682
	Court of Wards	4,553	4,728	5,081	4,721	3,669	3,736	3,814	3,740
		5,274	4,455	4,593	4,774	4,464	3,842	3,794	4,033

† The figures are exclusive of the returns (about 41,000) received in the Irrigation Section.

The irrigation returns, for the tabulation of which a special establishment is maintained, have been omitted from the papers shown against the Settlement Department. For a similar reason the work of the Forest and Court of Wards sections in the Land Revenue Department is entered separately. Leaving these three sections out of account, it is observed that the number of papers received and disposed of in the

Settlement Department is not much below that of the Land Revenue Department proper, while, from the statement given in paragraph 6, it will be noted that the cost* of the establishment of the Settlement Department, exclusive of the Irrigation Section, is less than three-fourths of that of the Land Revenue, excluding Forest and Court of Wards.

* Rs. 2,910 against Rs. 3,985.

10. Proposals for reduction in the Irrigation Section will be separately submitted, when the change in the system of compilation, approved in G.O., No. 1010, dated 12th March 1896, is carried out, in consultation with the Chief Engineer for Irrigation and the Examiner of Public Works Accounts, who have been addressed on the subject. In the other sections of the department, the Board is satisfied that no reduction in the strength of the establishment can be effected, without impairing its efficiency. The department is responsible for the compilation of the vast mass of statistics required for the settlement of the annual demand, for revision of assessments, for famine analysis, and for other administrative purposes, and should, the Board submits, be strongly manned, if the work is to be properly done. For some years past, the Board has been endeavouring to compile, for permanent reference, statistics of prices, rainfall, lists of irrigation sources, holdings and revenue in detail of taluks for the past thirty years and more; but it has not been able, from want of time, to complete the work. Statements of prices and rainfall have been printed, but those relating to holdings and demand require to be carefully checked, and the causes of the variations from year to year correctly traced before they can be properly utilized. The work is one which cannot be hurried through, and can only be attended to during spare hours. When settlement schemes are received, the checking of all the calculations and statistics given in them, and of the detailed statements which follow, entails heavy work on the office for several weeks. Some idea of the amount of work done in compiling and publishing the statistics referred to above will be formed by even a cursory inspection of the tables forwarded with these Proceedings. In the case of the prices tables, it was a laborious task to convert into Imperial seers the prices reported in local measures for each month from each station since 1873, and the work has still to be completed for seven districts. In preparing the source lists, numerous references had to be made to the Tahsildars before discrepancies could be reconciled.

11. From the foregoing remarks, it will be evident that the department requires a number of hands to tabulate and compile statistics, and also several well-paid men

Pay.	Number of hands.		
	Settlement and Agricultural.	Irrigation.	Total.
400	1	..	1
250	1	..	1
200	1	..	1
175	1	..	1
150	1	..	1
100	1	..	1
80	1	..	1
75	1	1	2
70	2	..	2
60	2	..	2
50	3	1	4
45	5	..	5
40	5	..	5
35	6	1	7
30	7	1	8
25	5	4	9
20	2	4	6
15	4	5	9
Total ..	49	17	66

to check and analyse them intelligently. Moreover, some reserve hands are always necessary to take the place of men proceeding on leave. If every man who has earned his privilege leave is allowed to take advantage of the concession, some six men will always be absent at the same time; but, as a fact, only three men have, on the average of the past three years, been allowed to go on privilege leave at a time. If due allowance is made for these considerations, the Board is convinced that the strength of the present establishment will not be found to be excessive. It may perhaps be possible to dispense with two or three hands in the lowest grades (there are nine men on Rs. 15), but the Board would deprecate such petty reductions being made. In the higher grades, no reduction can be effected.

(True Extract.)

M. J. S. S.
Secretary.

To the Secretary to Government, Revenue Department,
with enclosures as per list.

Ed. C. M. Thumbuswamy

* will follow

COMPARATIVE statement showing the *total cost* of the establishment and its *strength* in the three Departments of the Board of Revenue.

Land Revenue.				Separate Revenue.				Settlement.			
Designation of posts,	Scale of pay.	Number of posts.	Total cost.	Designation of posts.	Scale of pay.	Number of posts.	Total cost.	Designation of posts.	Scale of pay.	Number of posts.	Total cost.
Land Revenue Proper (Prior to Revision)			Rs.				Rs.				Rs.
First Assistant ..	500	1	500	Assistant Secretary on	700	1	700	First Assistant on	400	1	400
Second Assistant ..	300	1	300	Head Accountant on ..	200-250	1	237½	Second Assistant on	250	1	250
Registrar ..	300	1	300	Abkari Head Clerk on	150-200	1	187½	Accountant on ..	200	1	200
Head Accountant	250	1	250	Deputy Accountant on	100-150	1	137½	Do.	175	1	175
Clerk ..	175	1	175	Head Clerk, Trade department, on	100-150	1	137½	Superintendent on	150	1	150
Do.	150	1	150	Superintendent on ..	100	1	100	Clerks or Accountants on	100	1	100
Do.	125	2	250	do.	85	3	255	Do.	80	1	80
Do.	100	3	300	Clerks or Accountants on	80	2	160	Do.	75	2	150
Do.	80	3	240	do.	75	6	450	Do.	70	2	140
Do.	70	2	140	do.	60	2	120	Do.	60	2	120
Do.	60	2	120	do.	50	2	100	Do.	50	2	100
Do.	50	7	350	do.	45	3	135	Do.	45	5	225
Do.	40	6	240	do.	40	4	160	Do.	40	5	200
Do.	35	7	245	do.	35	8	280	Do.	35	7	245
Do.	30	8	240	do.	30	8	240	Do.	30	8	240
Do.	25	5	125	do.	25	17	425	Do.	25	9	225
Copyist	20	1	20	do.	20	7	140	Do.	20	6	120
Do.	17½	2	35	do.	..	..	..	Do.	15	9	135
Do.	15	3	45	Total ..	..	68	3,965	Do.	..	..	..
Total ..	..	56	3,985								
Forest—				Sub-Inspector attached to the Central Office.							
Head Clerk ..	250	1	250	do.	50	1	50				
Clerk ..	100	1	100	do.	40	1	40				
Do.	75	1	75	do.	30	1	30				
Do.	50	1	50								
Do.	40	1	40								
Do.	30	1	30								
Do.	20	1	20								
Do.	15	1	15								
Total ..	..	8	580	Total ..	..	3	120				
Grand Total ..	..	64	4,565	Grand Total ..	..	71	4,085	Total ..	..	66	3,355

Reduction of establishment, (Board Settlement)

REVENUE DEPARTMENT

Accumulate to the

Ans. Mr. Green. ~~and~~ with

upman to John W. White

remarks. St. H. on

From - Hye Bak and Res.

14/1/97.

The Hon Mr Goss CBE

Dated

189

The Hon Mr. Polak CIB

FOR ORDERS

The delay in submitting this paper
 was due to the fact that the original
 of the settlement bond for 1896-97
 which gave rise to the correspondence
 was not available being put up
 with another current.

Extracts of these notes are submitted. The original is put up with the budget now under disposal.

Please see note
to Fred.

The Lett. Commⁿ is quite right in saying a large number of letters are required to tabulate so many statistics & compile so many accounts as are required in the Settlement Branch of the Board's office, & will paid men to check & analyze them. There is always a danger that such statistics & accounts will be "fudged". It is most important that the most important source of our Revenue, & our Administration

In noting on the budget estimate of the Settlement & Depts for 1896-97, the Hon Mr Bliss remarked; inter alia, "I commend to my Honble colleague the consideration of the question whether the establishments of the Head office of the Sett^t Dept are not altogether overgrown and should not be materially cut down". The Hon Mr Grose directed that a note should be prepared on the points referred to by the Hon Mr Bliss. The note submitted in accordance with the

the this order is stretch-
 ed with G.O. d. 6-11-95
 724. It was there
 pointed out that it
 was the account
 branch of the settle-
 ment Dept that was
 particularly strong
 and that this was
 necessary as the bulk
 of the work done was
 statistical and as
 such, required a large
 number of hands to
 do it with accuracy.
 The Hon Mr. Bliss how-
 ever was not satisfied
 that the number of hands
 was not excessive and
 it was ultimately
 resolved to ask the
 Board for a report as
 to whether its establish-
 ment could not be
 reduced. G.O. d. 6-1-96
 1 was accordingly
 sent and the current
 is the Board's reply
 to the reference.

2. In paras. 1-4 of its

not for
FOR ORDERS.
 generally that they had not been
 fudged. A larger number
 more are required for this work
 which ought never. We claim
 as a heavy task for work of
 any other kind, & the men
 who supervise them. And the
 of as in previous cases. As the
 says: "Statistical work is
 required is worth the loss of
 settlement work badly done
 is mischievous. Any mistake
 in Govt. work is a greatly
 pronounced affair of outsiders,
 who Mr. Rogers. Some of the
 establishment is really stronger
 than it used to be, it is not
 thought so by those immediately
 concerned (The Board, and all
 its members whom I have ever
 called upon as this) & any
 reduction or done from outside
 would be sure to be followed by
 hurry & fudging. Even the
 present our reduction of the
 of the information before us shows
 that it is not so much as it
 does not. Because the
 of the B. previously in,
 as the settlement
 the settlement work, the
 men have one & all supposed to
 work. It will up their time. Some
 reduction may have
 made the of the
 irrigation accounts branch

consequently, but I don't think
 any alteration and we make
 up other parts of the office.
 The grading of the estate.
 seems to be very defective,
 as the U.S. points out & the
 of its attention and be called
 to this.

Yes. I
 think the 2/1/97.
 It might make a great improvement by
 having fewer hands but a better class of
 men. I also think that we should ask
 what measures are adopted to lay down &
 enforce a scale of work among the men
 employed in the printing of settlement reports.
 It seems to me that it must be almost im-
 possible to supervise such a mob & see
 that each man turns out a due tale of work
 per diem unless there is some almost auto-
 matic system of check, such as has been
 invented for, and used in census offices.

Yes
 8/1/97
 14/1/97

There is a matter we have been
 taken into consideration in
 the organization of all establish-
 ments. This is a special
 difficulty of the settlement branch
 of the B. 1/2

its Prop. the Board
 gives a history of the
 changes that have
 been made in its
 office during the
 past ten years. The
 gist of the Board's
 report is that no
 reduction worth
 the name is feasible.
 It says that the Dept
 requires a number
 of hands to tabulate
 and compile statis-
 tics and also several
 well paid men to
 check and analyse
 them intelligently.
 It further points out
 that some reserve
 hands are always
 necessary to take the
 place of men proceed-
 ing on leave and
 that if due allow-
 ance be made for
 these considerations
 the strength of the
 present establishment
 will not be found

to be excessive. The Board adds "it may perhaps be possible to dispense with two or three hands in the lowest grades (there are nine men on Rs 15) but the Board would deprecate such petty reductions being made. In the higher grades, no reduction can be effected".

3. The existing establishment consists of 3 branches:-

- (1) the Irrigation Account Dept (17 hands)
- (2) Temporary establishment for printing Settlement registers (34 hands), and
- (3) Settlement Establishment proper. (49 hands)

4. In G.O. dt 12-3-96 No 1010, certain proposals for simplifying the irrigation accounts were sanctioned and a report is due from

last para of the report

* under Group 5 in the Irrigation Section

Rev Sett & Mahishis
dg

filed 9

para 5 of the current

from the Board as to how far the establishment maintained for the tabulation of irrigation statistics may be reduced. The question of reducing the hands in this branch may therefore be left over for separate consideration.

5. Temporary Establishment.
34 hands.

The strength of this branch depends upon the number of settlement registers to be printed, and as the Board remarks "the examination field by field of the registers sent up (in the vernaculars) by the Parties, to see whether the assessment given corresponds with the class and terrace and the area, and whether the entries agree with the descriptive memoirs, eye sketches and

23
11/11/16.

and sketch maps, the translations of the registers into English and the passing of the registers in digest through the press entail very laborious work." With the close of settlement operations, the necessity for this ~~temporary~~ staff will cease, and it is submitted that until then, these temporary hands are necessary. How many are required in any particular year ^{should} will be duly noted by the Board when the budget for the year comes up for consideration.

6. In the third branch, i.e., the settlement proper, there are altogether 5 assistants and 44 clerks and the work done by each is shown in the statement appended to para. 5 of the

In much easier than in the quantity than in the nature of the work, which is more routine.

There are no data on which to check the requirements for temporary hands but it is difficult to believe that there can be real work for 34 men throughout the year.

+ Why? It all depends on the nature of the work to be done. The settlement of a single village often prints into a book of 150 to 200 pages.

There are ~~as many as~~ 500 villages in a district.

This may be left entirely to the Bd. There was ample work for all 34 clerks when I was in the office & the headmen registers were being prepared.

I should say there is plenty of work for him so long as settlements are going on, but that he would probably have less work with a smaller number of better paid & more efficient clerks.

I do point out that by no means the specification of the subject there are no data on which to estimate what the growth of this office is. I don't think so. A very large proportion of the work probably never comes up to book.

Even if it did the argument is quite cheap time. It is one thing to say that it will be a critic and another to say that it will be. The work comes out & goes to the Govt. Office. no doubt.

the current. The Fa. (pay Rs. 400) has 4 clerks working under him and deals with "settlement, loans, petitions, water rate and second crop charge". These subjects are beyond doubt very important but having regard to the fact that he has the assistance of 4 clerks (besides himself) it is a question whether there is sufficient work for an officer drawing Rs. 400 p.m. It may be noted that almost the whole of the work done by the Fa. in the settlement Dept. comes up before the Under Secretary in the Govt. office and the latter has got a number of other subjects to deal with, viz., forest, etc. which is both technical and

and heavy, cinchona
 mines and minerals,
 conduct of public
 servants and Pension.
 From para 4 of the P.P.
 in G.O. dt 12-7-87 no. 673,
 it would appear that
 the Fa then had to
 supervise the work of
 examining and print-
 ing the settlement
 registers. This work
 was apparently taken
 away from him when
 the pay was reduced
 in the G.O. quoted. This
 work is stated to be
 supervised by the
 second accountant
 on Rs 175. Perhaps
 the work of supervising
 the printing of settle-
 ment registers may
 be transferred to the
 Fa. The Board is likely
 to protest that the work
 is very important in-
 volving a large ex-
 amount of revenue and
 as such requires more

flapped D

The cost of which averaged 18000 per annum then, against Rs 13000 during the past five years.
 D

stall appended to para 5 of account

The Fa has quite enough work - many of his subjects require making over

I would transfer it to the Superintendent of the correspondence section, who is I understand, not a drafting officer. Supervision should not take up more than a small portion of his time.

Surely the Sd. knows a way he trusts to do his work the work of its own office. What data are there in these papers for thinking this distribution can be imposed in the Ent. Office.
 11/24/86.

The same result will be arrived at more advantageously by combining the posts of second accountant & correspondence Superintendent.

+ what result? The disposition of the Sd's office and the handling of the work turned out.

11/18/86
 G.O. 673 dt 12-7-87
 flapped D

Para 4 of P.P. 1844
 28-7-87
 in G.O. 4783 dt 15-8-87
 flapped E

more attention than what the Fa will. his other work can devote to it, but it is thought that he might have the services of a senior clerk to supervise under his orders, the detail of the work of the temporary establishment. If this proposal be accepted, the second accountant will be set free altogether and his services may be dispensed with. When the pay of the second accountant was reduced from 200 Rs to 175 Rs, the Board, ^{unsuccessfully,} protested that the Head accountant alone was not enough to review the mass of statistical information passing through the office and that

that the second account-
ant should be allowed
to continue on Rs
200. As a fact, however,
the Head accountant
alone appears to have
been doing the
whole of the statistical
work, so that the
Board cannot reason-
ably object to the
abolition of the
second accountant
when no longer
required.

Next to the Fa,
are the second asst
(pay Rs 250) with 5 clerks
and the Head account-
ant (pay Rs 200) with
8 clerks. Each of these
assistants has ap-
proximately one or two
references to also and
the number of clerks
working under each
seems rather large.
No doubt, the work
of the second asst
is such that promptitude
and

Another reference -
11/2/17/6.

I think he is required. The
supervision of the preparation of
the Acts Register is an important
& laborious matter 27

It is no doubt much larger than
it is necessary, if better paid men
with higher qualifications were
employed. 28
Yes - but the Acts Dept has to
work with the men now in employ. 29

6

And intelligent supervision 25

Certainly not 26

and punctuality are
necessary while that
of the Head account-
ant being mainly
statistical requires
the services of a
large number of
hands.

7. As regards the
enrolments of these
assistants, it is
submitted that they
are by no means
excessive. The Fa
has to deal with
settlement schemes
involving lakhs
of rupees and for
that place, "a native
of great competence,
long experience and
high intelligence" is
necessary. For such
a man, Rs 400 p.m.
does not seem too
high. For the second
asst's place, a man
of good business
habits is required and
if the work of checking &

and printing the Settlement registers be transferred to the Fa as suggested above, it is probable that the Board will have to readjust the work between the Fa and the S.A. especially, as the latter has, under recent orders, been relieved of the task of reviewing the ~~se~~ economic condition reports of the several districts in the Presy. In these circumstances, both the Fa and the S.A. will have arduous and responsible work and it is submitted that the emoluments of these officers are no more than reasonable. For a careful and intelligent analysis of the mass of statistical and settlement information that

See above
The transfer does not seem desirable.
H.

It is much easier to scamp arduous & responsible work than to do it.
H.

He has been empowered to manage a very large estate. I understood that this is not the case. I cannot understand what work this man has to do. Each assistant shd. supervise the work of his clerks & reference to the supervision of clerks shd. take very little time of him. This man occupies a position

that has to be tabulated and examined in the Settlement office. Well paid accountants are necessary and for the Head accountant who performs these duties, Rs 200 per m. does not seem too high.

8. The assistant lowest in rank in the Settlement Dept is the Supt. of the correspondence section. He corresponds to the English Head clerk in the collector's office and having regard to the fact that he is responsible for the smooth working of the current section of the office (and may also be required to deal with routine papers), it is thought that his pay (Rs 150) may be allowed. clerk. 9. clerk

9. clerks

The Fa has 4 of these and the S.A. 5. As noted above, these two officers will have pretty heavy work to do and the existing number of clerks may therefore be allowed. As for the clerks working under the Head accountant, they are 8 in number. In spite of the fact that the bulk of the work is statistical, perhaps so many as 8 are not required and the number may be cut down by two.

Coming to the current section, the number of Registering and Despatching clerks is put down at four but it is submitted that this is one hand too many. Taking the average number of papers received in the office at 15000 a

was before what of the. By H. Beluk in a later office he has plenty to do. But the truth is that there is nothing to show what work he has to do. It is probable that here again the clerks are inefficient.

Del. of

!! This was had to hurry & scamping

This is also the opinion of the of Rep in this office who was for some time acting as Fa & St in the Board's office (Res). but he also thinks that the clerks are of an inferior order.

This includes registration returns

which amount to 41,000!!

and require no registry or registering

11/3/11/16.

a year (the number received in 95 was only 14,412), the daily receipts for a month of 25 working days amount to 50 papers. It is submitted that this number is not too large for one man to register and allowing two clerks for despatching, three hands might be enough for both registering and despatching. For examining and comparing manuscript Proceedings, there are two clerks, and there are also five copyists, one index, one disposal list clerk and one Press clerk for examining printed B.P.s. These ten hands seem no more than necessary and it is submitted that no reduction is feasible in the

the present number.
There is one record keeper
and there are also
five references. It
is submitted that
six references are
too many for 50 papers
a day. These referencing
cannot take up much
time and it is a question
whether the number
of references may not
be reduced by 2 if
not 3. It is also sub-
mitted that the duties
of the map record
keeper and librarian
may be combined and
one of the two men
may be dispensed
with. The former
cannot have work
that will keep him
engaged the whole
~~day~~ of the office hours.
Three clerks are said
to look after cash and
audit work. Even al-
lowing that "one ad-
ditional hand is required"

* This may be so, but I
did not order that.
consulting the RD.
JG

Why?
Wsp/6.

He has no money and
of work to do. The maps
are very numerous
JG

What is total work
to be done?
Why?
Wsp/6.

See above + Possibly
JG

+ How?
Wsp/6.

This is a very small
figure
JG

"to audit travelling
allowance and em-
tinent bills of Dy
Comrs and asst Comrs
supdt and asst supdt
C.D. and Dy Director
and their establish-
ments and agricul-
tural Inspectors", it
is thought that two
clerks should suffice
on the whole and
that one hand may
be disallowed.

It seems
clear that the num-
ber of hands in the
Board's office (Settle-
ment) is excessive
and this is evident
from the Board's own
admission that
two or three hands
in the lowest grade
may be dispensed
with. The compila-
tions made by the
establishment
during "spare hours"
is also an index that

that the Board has perhaps more establishment than is required.

I don't think so

83

22/10/04

The point which strikes one most forcibly on glancing at the attendance to the B.P. is that the grading of the Board's settlement establishment is badly arranged. There are 61 clerks, of whom no less than 32 draw R^d 30/- or less, while only 12 are in receipt of more than R^d 45/- salary. To the latest establishment list available in the Govt office I find that these 12 higher paid men consist of individuals who appear to be of very low general educational qualifications. On the 1st January last they consisted of

- 4 General Test men
- 1 Matriculate
- 1 F.A.
- 1 who had been exempted from the Middle school examt.!!!
- 1 who seems to have passed the examt.

17 of these are in the irrigation section.

3 B.A.s &

1 M.A.

Of these 4 men, 2 were however acting in appointments outside the office.

I understood from the first assistant who has served in the Settlement Branch of the Board's office, that an excessive proportion of inferior men were sent to this branch. & in the re-organization of 1907 took place.

20

Most of these men have passed special tests but it seems clear that the office has been injudiciously recruited in the past. I understand that the late Secretary endeavored to introduce graduates, but brought them in at the bottom of the office. - It is likely that an educated clerk with good work offered an appointment on R^d 15/- with the knowledge that he cannot hope to rise to higher pay for years - with 8 men above him on R^d 15, 6 on R^d 20, 9 on R^d 25 & on R^d 30, 7 on R^d 35 & soon, while higher up comes a string of general test men who have yet 10 or 15 years more to serve. There seem to be no prospects in the office, & the higher paid men would appear to have been promoted by seniority alone. - The probability is that the office is as badly organized as the Land Revenue Dept. was before Mr. Meyer took it in hand. Among the higher men, the second accountant on R^d 175/- is only a General Test man, & the cashier on R^d 150/- is an F.A.!!! unless these are exceptional men.

is most unlikely that their educational qualifications are sufficient.

There is no difficulty whatever in getting as many B.A.'s as we want in Madras, but they will not stay in an office where there are no prospects. The establishment lists available only show posts of Rs 500- upwards but I should be surprised if there was not an excessive proportion of ill-educated men in the lower appointments also.

As for the permanent establishment is concerned, it is submitted that a complete regrading of pay shed. be directed, & that the posts of Second Accountant & Correspondence be amalgamated. shed. be amalgamated.

If it is desired to make our case stronger as for each and every I venture to suggest that the Board shed. as a preliminary measure, be requested to supply a list showing the permanent & acting incumbents in each post, their dates of service, & earnings. This would give the necessary data for a destructive criticism of the office management.

It would of course be necessary to consult the Board in the first instance as to both matters.

The First Assistant from his own experience of the office seems to think the amalgamation feasible.

The grading certainly seems to be faulty. The BD will be told to consider this point.

I also I expect of this work. I also have appended. 11/4/11/86.

The first matter in regard to which investigation should be made in connection with a question of reorganization of an office of this kind is to ascertain the work which the establishment has to do and then to fit the establishment to the work. The opposite endeavour seems to be made in this note. There is in it much opinion, but little fact. If it be true that an establishment should be fitted to its work, not the work to the establishment it at once follows that the argument that because there are ^{more} highly paid men in the Settlement Department than in the other departments of the Board or that the percentage of highly paid men is greater than in some other office appears as superficial and inaccurate as it may ~~be~~ be specious. For such an argument postulates that the work is the same or at least analogous. To draw any compa-

comparison between the work done by the Under Secretary in the Government Office and that done in the Board's Office in its preparation is simply absurd.

There can be no question that the work of the Settlement Department of the Board's Office is quite sui generis. What is known as the Account Department is really a Statistical Department. In the Board's Office the Mamabundy returns are compiled for the Presidency. In this Department the statistical returns are compiled for the Government of India. *Here* The irrigation Accounts *of this Govt. also* are compiled ~~for~~ and the Settlement schemes are worked out. In no other Department of the Board is there any mass of work in any way analogous to this. In regard to such work it is not enough to count currents. Statistical work, if scamped, is worthless and settlement work badly done is mischievous in the extreme. It is unfortunate that under the pressure of

27
false argument and false economy fudging and scamping have begun to shew themselves of late in the latter. What fact there is in these papers seems to be against any reduction or interference with the Board's Office. What the work to be done is like is known to the Honourable Mr. Grose and to the Board. Mr. Grose and the Board both think that no reduction is called for. I find also on inquiry that the First Assistant of this Office and the Registrar have both served in the Settlement Department of the Board. The first has been 2nd Accountant, 2nd Assistant and Acting 1st Assistant; and the second has been 2nd Assistant and Ag. 1st Assistant. They both say that there is ample work for all the ~~lot~~ *S. A. Williams*

For the compilation of village accounts and the preparation of settlement registers and the compilation of irrigation returns in my experience graduates are almost quite worthless. They have not got the patience for the work. They of-

often can't do janabundy work nearly as well as selected unpassed men. I should not be surprised if a man of high educational attainments found himself lost in the work of supervising settlement registers. It must be remembered that a man can not supervise work which he does not thoroughly know and reorganization in this matter should begin not in the Board's Office but in the Settlement parties.

In my opinion no grounds whatever are shewn for worrying the Board in this matter: any facts or reasons there are are the other way. Destructive criticism has not built up the British Indian Empire. If the Govt

will not accept the Board's assurance in this matter, I submit that what it is necessary to do is to appoint an officer to examine the work of the Dept, to take in detail each class of work and see how long it takes a properly selected man to dispose of each unit of work and from the data thus obtained to calculate the establishment required.

14th/11/16.

A scrutiny of these estimates shows that in the Sett. Dept. of the Board's Office there are no less than 70 permanent clerks, besides always 36 and sometimes 43 temporary clerks -- what in the world they can find to do, I can't imagine -- It is generally admitted that the Settlement Dept. is the lightest of the three Depts. which make up the Board. In the Land Rev. Dept. there are only 50 clerks, including Special Funds. In the Salt, Abkari and Sep. Rev. Dept. there are 46 clerks. The number of clerks on Rs. 200 and upwards is

Sett. Dept.	Salt Dept.	Land Rev.
4	1	4 or 5
		I am not sure which

I commend to my Hon. colleague the consideration of the question whether the establishments of the head office of the Sett. Dept. are not altogether overgrown and should not be materially cut down.

(Intld.) H.W.B.

A note should be prepared on the points referred to by the Hon Mr. B. Lins.
Intd J.G.

Extract from office Vol

V. The number of clerks excluding Asstts employed in the office of the Board of Revenue, Rev. Sett. is distributed as follows:-

Sett. Dept.	22 Permanent	
	36 Temporary.	
Rev. & Agril. Statistics	36 Permanent.	
Agri. Services	3	do
Dy. Director, L.R. & Agri.		
L.R. Branch	2	do
Irrigation Accounts	17	do
Total	70 Permanent	
	36 Temporary.	

the number of papers received and issued
from the several Depts. of the Board's Office before the redistribution of work among the several Depts. was sanctioned in G.O. 769 d/18th August 1891 is shown in the statement appended to the B.P. on pages 4 and 5 of G.O. 475 d/20th June 1890. It will be seen therefrom that though at first sight the work of the Sett. Office would seem to be light compared with that of the other two offices, the figures given for 1889 in the statement of receipts excluded about 5,500 papers registered in the periodical registers and 41,000 irrigation returns out of which consolidated statements had to be compiled. At the time of the ^{re} distribution in 1891 the work of the Dept. was slightly increased though a few unimportant papers (so far as the number of papers received are concerned) were ~~transferred~~ transferred to the Land Rev. and Sep. Rev. Depts.

It will also be seen that it is the Accounts Branch of the Board's Office (Sett.Dept.) that is particularly strong in the number of clerks and though the work done there may not be of a high order and may be mostly mechanical, it is submitted that a large number of clerks under proper supervision is required for carrying out the work than is necessary in other Depts. where more important but little account work is carried on. Preparation of Statistical and Agril. returns registration and preparation of irrigation accounts are the main duties entrusted to the Accounts Branch of the Board's Office (Sett.Dept.) and it is submitted

This seems to show that the nature of the work done in the Salt and Abkari Dept. is not understood. The head office does all the accounting necessitated by a receipt of Rs. 3 crores and by an expenditure of (I think) nearly 3 lakhs including the

The chief defect in the present grading is the large preponderance of low-paid hands, ~~to~~ which must render the prospects of promotion inadequate to attract intelligent reeducated men.

Order misc No. 393 of 22 Jan'y 1897

On a careful consideration of the Board's Propo-
N.E. the Governor in Council has
come to the conclusion that
while no material reduction
is at present feasible in the
cost of the Board's Office Estab-
lishment, the grading now adop-
ted is ~~very~~ defective and ~~may~~ ^{might}
be greatly improved by ~~reducing~~
~~the number of hands now em-~~
~~ployed and~~ ~~and~~ ~~employing~~
~~in their stead a~~ ^{Superior} ~~better~~ class of
men. The Board will accordingly
be directed to take this matter
into its consideration at an
early date.

2. H.C. in Council also desires to be furnished with information as to the measures that are now being adopted to lay down and enforce a scale of work among the 34 men employed on the printing of Settlement registers, ~~as it seems to~~
~~be that unless~~ ^{without some} ~~and~~ ^{done} ~~along~~
autonomous

Automatic System of Chain in use
has been ~~introduced for~~ introduced
in Census Office is introduced, it
is not easy to ^{the} supervision ^{of} the work
of such a large establishment. But
it is a matter of great difficulty

16-1-97
H. V. 11/17

From Orders

To the Board of Rev R. B. & Co.
with ^{and} ~~and~~ 27-1-97

Note
The Office is not sure whether
para 1 of the draft correctly
conveys the views of the Hms.

H. V.
16-1-97

Office

When given for copying
When copied
When examined
When signed

191

READ AGAIN G.O. No.
191

DATED

CURRENT No.

ENCLOSURES TO C. No.

ORDER OF GOVERNMENT

A A A A A A A

LETTER OF GOVERNMENT.

STATEMENT WITH DFTO.

PAPERS NOT FILED UP, BEING MEANT FOR DESPATCH
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