

INSAT-1 BOARD

~~It~~ Perused all notings and the existing office orders on the Board.

Key points that emerge are as under :-

- (i) Membership of the Board
- (ii) Naming ^{the} New Chairman
- (iii) Role of S/shri Mungla & Banerjee as B^d Member — enunciation of the concept of Bangalore-based Standing Committee.
- (iv) Certain powers beyond Rs 1 lakhs — to go directly to the Board or to Chairman of the B^d upto Rs. 5 lakhs etc & then to the B^d.
- (v) Clarification of the role of IFA as far as INSAT-1 Project office running is concerned as against "Contract management"
- (vi) Economy orders issued by Secy DOS / DOS.

(vii) Powers for small waivers etc during test(s) : how much to delegate the Project Director, how much to Chairman, how much B_d & then above.

(ix) Role of Programme office.

I address the above points one by one & then in the end have suggested certain suitable draft paras to be considered for the new office order. (attached herewith as draft order)

(i) ⁽ⁱⁱⁱ⁾ Membership of the B_d ^{etc} This is for Chairman ^{key} to decide. All except Project Director have favoured the inclusion of S/sh Mungra & Banerjee. On the role of these two persons and ^{on} the role of B_d without them, JPS & URR have some positive suggestions. Have borrowed some of their wordings.

(iv) Powers beyond Rs. 1 lakhs to Rs. 5 lakhs

Shri Das has listed some wordings in his note on Discussions with the P.D. This is item (2); though Sh Das has not directly commented accepting it his covering note para 1 suggests acceptance of this "...However it would facilitate work if the suggestions in the attached note concerning the powers of the P.D. are accepted". I feel it can be accepted.

(v) Clarification of role of IFA for office expenses: Sh Das's note makes clearly the clarification. Confusion has really been in the P.D.'s mind. He could have, if required, got it clarified in the routine way on file. In any case, the revised order can clarify this.

(vi) Economy orders: This relates to the office memorandum issued

by Secretary, DOS withholding Rs. 6.9 Crores — ordering that it cannot be automatically assumed to be available to the Project. A similar hold by Chairman, ISRO on Rs. 30 lakhs contingency for SLV-3 Project exists.

JPS has remarked that some relaxation could be given to the Bd; URR has some detailed suggestions. JPS has rightly remarked that the Project Report is not yet available on INSAT-1.

Since ~~the~~ Secretary's office orders have to be longstanding and not just react to one or two office memoranda and since we cannot envisage at this stage what other office orders have to be issued — for substantive or 'optical' purposes — it is good to make a general statement that ~~the~~ Board should discuss the implications of various orders ~~to~~ for

effective implementation of the Project and seek ^{specific} waivers as considered necessary. Similar situation should be in connection with reappropriation between Heads. I would consider this as a better approach which retains the financial control and also provides for considered flexibility. I have drafted ^{the} paras accordingly.

(vii) Waivers during the Tests: As above, only principles should be enunciated in the top order. The details of the powers to waive should be sought through the Board. I have attempted suitable sentences.

(viii) Role of Programme Office: Better not to change anything. The problem is cultural and not order dependent. 'Liaison' can be done by talking over phone & endorsing copy later. This is ~~done~~ done daily from Chairman, ISRO down to an office clerk. Any attempt to clarify will not ease the

situation. Since Chairman has bluntly conveyed his feeling on this, let it be left at that. Let people learn to live together.

Based on the above observations I have attempted draft paras as in the next pages; I have quoted para by para of the "original" order & had no change where applicable and suggested paras (on the lines above) as applicable — it is really a draft order, if my note in pencil are omitted.

(P.T.O)

(1)
G O I
D O S

DRAFT

Bangalore

No. SC/CH/...

... 1980

STANDING ORDER - - -

Sub : Management for the INSAT-1
Space Segment Project

1. This is in continuation and in partial modification, to the extent indicated herein, of the following orders / memorandum :

F/B - (i) CH/12/77 dt 24 Nov 1977

F/A { (ii) CH/13/77 dt ~~2~~ 14 Dec 1977
(iii) SC/CH/A.22/690 dt 21 Dec 1978

F/c - (iv) Office Memorandum Dec 1, 1977
No. 1/2(3)/75 - III (II)

F/D - (v) CH/14/77 dt 14 Dec 1977

and (vi) CH/15/77 dt 14 Dec 1977.
F/E

Chairman to
→ See JPS
folder for
Flags
giving the
orders.

(ii)

2. The INSAT-1 Space Segment Project Board referred to as the Board, is reconstituted as under :-

Names

2.1 While it is important that all members of the Board are available as far as possible for the Board ~~at~~ meetings, ^{in view of} ~~the~~ difficulties in having the members outside Bangalore at short notices,

Chairman, ISRO
could even reduce
this Standing Committee
to 3 or 4 members.
I prefer this word to
Emergency committee;
if this is not all Bangalore
members, then the 3 or 4
persons sh'd be named.

a Standing Committee of the Board
consisting of Bangalore-based members

(iii)

of the Board is hereby formed. This Standing Committee of the Board will be chaired by the Chairman of the Board and will do the functions of routine and short - period monitoring of the progress of the Project and also deal with urgent matters requiring ~~quick~~ ^{speedy} action. The decisions taken by the Standing Committee would ^{ex-post-facto} require ratification of the ~~full~~ Board. All papers ^{to be} dealt with by the Standing Committee ~~should be~~ and the minutes of the meetings should be sent to all the members of Board.

2.2 It ~~is~~ should be a general practice that the Standing Committee may act for decision making only in such situations where it is not possible to convene the Board.

(iv)

No change required in paras 2, 3, ~~4~~⁸ of the original order. See F/A JPS note.

So this order need not mention anything on these.

Paras 5, 6 & 7 would require modification to include the concept of Rs. 5 lakhs. The suggested para of the new order is as under (I have used YS Das's language but vested the power with the Chairman of the Board and not Emergency Committee).

3. In respect of the powers referred to in paras 5, 6, and 7 of the Order SC/CH/13/77 dated 14 Dec 1977, for items ~~costing~~ above Rs. 1 lakh but not exceeding Rs. 5 lakhs, sanction may be accorded by the

Chairman of the Board in consultation

with the Project, INSAT-1 SSPO and such items should be informed to the Board later the project IFA. For items in excess of Rs. 5 lakhs sanction of the Board will be required.

This could include Programme Director, INSAT also in addition in the consultation process besides Proj. D & IFA. This will give some 'powers' to Prog. Dir & Chairman, of course, so that in due course at least the power is respected.

(v)

Para 8 of original order F/A of JPS folder requires no change.

Para 9 requires clarification of IFA role, vis-a-vis the Powers of the "Head of Dept". see F/c of JPS folder.

I have used Das's language essentially.

4. It is clarified that the provision stipulated in para 9 of Standing Order CH/13/77 ~~and made~~ ~~is~~ applied to the matters covered in that Standing orders and ^{any} _{from time to time} modifications thereof that may be ~~be~~ issued _{and} not to the powers exercised by the Project Director INSAT-1 SSPO as Head of Department for the purposes of various rules ~~notified~~ notified by DOS OM No. 1/2(3)/75-III (II) dated December 1, 1977

F/c of JPS folder.

¶. paras 11 to 17 require no change.

Now there are only two issues:

Economy orders
and Waivers for tests. These are covered in the following two paras (proposed) (embd)

(vi)

5. Whenever the various Govt orders and/or ISRO/DOS instructions, ~~and~~ that may be issued from time to time, to appear to affect the satisfactory functioning of the Project, the Project Director, INSAT-1 SSPO may raise the matter to the Board with specific proposals for waivers. The Board, on considering the matter may recommend specific waivers for specific cases/periods to DOS.

I am not specifying what happens in DOS. DOS will know who is the competent authority Secretary, MF, PM etc. It is better not to name Secretary, DOS. Let it go in the usual way.

~~who~~ ~~for~~ ~~obtain~~

decisions/incl. day

6. For various technical/waivers that might require speedy disposition, for example during test or pre-launch phases, as long as these do not impact on the overall performance of the satellite or the overall contract, the Board ~~could~~ may authorise the ~~the~~ Project Director INSAT-1 SSPO or

(vii)

or his nominee(s) to effect the waiver.
However, ^{the} ~~the~~ ^{details proposals with relevant data such as} broad categories of
waivers proposed, the circumstances
under which waivers are proposed to
be given, ^{and} the implications should be
considered by the Board well in
advance and specific ^{prior} approval on
the approach to be taken by the Board
should be obtained from Secretary, DOS.

Under
~~the~~ ^{unforeseen} circumstances that
might arise, which should be rare,
the Standing Committee could meet,
~~and~~ ^{concerning specific waivers,} decide on issues and report to
the Board and Secretary, DOS as soon
as possible; if ^{in such cases} ~~there~~ ^{urgency} demands
so, ^{in lieu of the} ~~the~~ ^{meeting} of the Standing Committee
Chairman of the Board and the Project
Director INSAT-1 SSPO ~~should~~ ^{may}
decide on the matter and record
a ~~note~~ note for ~~submitted~~ information

(viii)

ex-post facto ratification of the
Board and ^{for} information to Secretary, DOS.

(S. Dhawan)

P.S. It appears on the whole
this clarifying order will not
be even one typed page! This
ought to be so since the earlier orders
are quite clear & substantive.



- 1 -

25/3/80

Special Review Team
(SRT)

Salient Points

- * Persons & leader to be decided by Chairman, ISRO.
- * It is necessary to have a strong team and also ensure that independence of team members is maintained and not 'whipped out' by the Leader or Project Director.
- * Choice of Member - Secretary -

If the following sentences are suitably incorporated, the above could be taken care of reasonably well.

(1) The task of the Special Review Team is ^{inter alia} to ensure ^{an} independent, in-depth and clear-cut ^{assessment of} review & report ^{on} of the status of progress of the ^{Space Segment} INSAT-1 related activities at FACC, its subcontractors / vendors especially

on critical ~~areas~~^{elements} such as maturity of design, R & QA practices, weight and controls, schedule management, and test plans.

(2) While the Special Review Team (SRT) should use all the documentation provided by the ^{INSAT-1 Space Segment} L Project and FACC, it should ~~not~~^{not} ~~obtain~~^{obtain} ~~or~~^{visit/discussions} additional ~~information~~^{documentation} ~~documentation~~^{documentation}, if any, if required to accomplish its tasks.

(3) While the ~~members~~^{Composite Group} of the SRT should function as a ~~whole~~^{whole}, it is also the ~~the~~ responsibility of each member to review and report on items in ~~their~~^{all} areas ~~of~~^{of} where they can effectively ~~contribute~~^{contribute}. Each member should record a ~~note~~^{note} report on his findings and ~~it~~^{these individual reports} should be appended to the main report which

will be prepared by the Member-Secretary with the approval of the Leader of the Team.

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* Choice of Member-Secretary is crucial.

Time Schedules of events

WRR, JPS & PPK will submit a ~~report~~ note to Chairman.