

INDIAN SPACE RESEARCH ORGANISATION

HEADQUARTERS

MEMORANDUM

For : Prof. S. Dhawan

File / Ref :

From : Y. S. Rajan

Date : 20/3/78

Subject : Drafts on Secretary, ISRO.

1) I am placing below a memo (Flag A) and draft orders concerning the role of Secretary, ISRO (Flag B). Chairman had asked me to do this soon.

2) For sake of comparison I am also placing the only order on Scientific Secretary, ISRO which existed before (Flag C). The situation now is far more complex than it was before.

Regards

Rej
20/3/78

TO BE OPENED BY CHAIRMAN ONLY

To: Chairman, ISRO

20 MARCH 1978

From: YS Rajan

Sub:- Role of Secretary, ISRO.

Chairman had told me recently to hurry up the write-up on the role and responsibilities of Secretary, ISRO concerning the role irrespective of the present Chairman and myself who is Asst. Scientific Secretary, ISRO. I should point out that the job of such definition is not that simple because the work of the Secretary, ISRO will involve complex relations to the tasks of the DOS Joint Secretaries and the Programme Offices to be set up within ISRO HQ.

As I had explained to the Chairman many times before (orally and in writing) it is necessary to set up a few Programme Offices within HQ without which the roles of others cannot be defined; either Secretary, ISRO will be overloaded or will not get anything to do.

PROGRAM OFFICES

Hence I would suggest that the following four Program Offices be immediately set up: the rationale is to build around the four persons who have shown some interest and capability in management. But about the launch vehicles area, I have some concern lest the Programme Office becomes an impediment to growth (some of the impatience, the aiming at super-perfection, desire to "order - around" etc of the person concerned need some tempering).

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(i) PROGRAMME OFFICE FOR COMMUNICATIONS:

The tasks are to plan and monitor the activities of ISRO in satellite communication & navigation applications. The major projects that will come under this are STEP, APPLE Utilisation etc. This office should liaise with the Programme Office of INSAT to plan for indigenisation of INSAT communication elements and for experimentation/development that may arise out of INSAT.

(ii) PROGRAMME OFFICE FOR MANAGEMENT INFORMATION,
DATA PROCESSING, ^{RANGES} & ISTRAC.

The tasks of this Office are to plan and monitor the ISRO/DOS budget, manpower & operational expenditure. The office shall coordinate suitably with DOS for these matters. All matters connected with computers and data processing (be it for Projects or for ISRO general R&D) will be dealt with by this Programme Office in consultation with other Programme Offices concerned. Also this Office will have a sub-office on Ranges & ISTRAC headed by ----- to plan & monitor ISRO Ranges & ISTRAC activities including the status of development of software for satellite and launch missions. The head of the sub-office will report to the Head of the Programme Office.

(iii) PROGRAMME OFFICE FOR ISRO TECHNOLOGY TRANSFER &
UTILISATION AND LAUNCHERS.

All activities related to the TT&U will be done by this Office. On contractual aspects the Joint Secretary of DOS dealing with Finance should concur with the proposals for taking action. ISRO activities on launchers, & rockets shall be dealt with by this Office for planning and monitoring. There will be a sub-office under this office dealing with the development, fabrication and production of chemicals, materials & propellants.

(iv) PROGRAMME OFFICE FOR SATELLITE TECHNOLOGY,
REMOTE SENSING & SCIENCES:

This Office will deal with activities related to planning and monitoring of ISRO activities in Satellite Technology, Remote Sensing which includes meteorology and geodesy, & Sciences. The ongoing projects like SEO, RS-1 and APPLE will be dealt with by this Office. For indigenisation of INSAT, this office will assist the Programme Office for Communications/ Programme Directorate INSAT in terms of inputs on Satellite technology & meteorology. This Programme Office will have a sub-office dealing with the Space Sciences which will include activities of PRL and INCOSPAR. The Head of the Programme Office may name a person each to monitor the ongoing satellite projects with the approval of Chairman, ISRO.

(v) FREQUENCY PLANNING & COORDINATION UNIT:

This Unit will take care of the formal aspects of the DOS/ISRO frequency coordination, CCIR etc related matter etc. This Unit will coordinate with the Programme Offices also besides interacting with the Centres.

The following persons will be under each office:

Communication Office :: JPS , NK, Kibe, _____

Management Information)
Data Processing,) :: KSP, PNJ, Nene, Jain
Ranges & ISTRAC Office)

Technology Transfer &)
Utilisation and) :: VS, PS, Safaya
Launchers Office)

'Satellite Technology,) :: YSR, Chandrasekhar,
Remote sensing & Sciences') VR Rao, A.Krishna Prasad,
Office.) S.Krishna Murthy, _____
) SC Chakravarty.

With the above items defined, there could be a general statement by Chairman as under:-

"The programme offices are essentially tools for effective coordination of various activities of ISRO. For most of the routine matters the persons in the Programme Offices may correspond or deal with the Project Director, Head of Divisions or engineers concerned. In case there are issues of policies or major problem areas, the Head of the Programme ^{office} shall study these in detail and refer the issues to the respective Centre Director/Head of Unit. When problems are not resolved at this stage, the matter may be brought to Chairman, ISRO, preferably by the Director/Head of Unit & Head of Programme Office jointly highlighting the problems needing resolution. Since there will necessarily be some overlaps between the activities of the Programme Offices and the Joint Secretaries of DOS, effective coordination between the Programme Offices and DOS shall be done in terms of information, consultation, and/or prior concurrence as necessary. The division of tasks between the two Joint Secretaries of DOS will be as per the Order _____ dated _____. The role of the Joint Secretaries' will range from formal control, decisions, advice, concurrence or formalised communication channel depending on the established ISRO/DOS practices in this regard. The main role of DOS is to ensure that Government directives are followed."

ROLE OF SECRETARY, ISRO:

Having set forth the tasks of the Programme Offices, one can enlist the role and responsibilities of Secretary, ISRO. Some responsibilities such as overall supervision of RESPOND, University matters, INCOSPAR, publicity & publication activities and ISRO HQ administration including ITLU Offices & ISRO Liaison Cells in Bombay and Delhi are straightforward. Another item would be to be the Member-Secretary of ISRO Council; as regards the execution of activities like norms, pay-scales etc. it is better that JS(W) handles it in consultation with Secretary, ISRO, since the Under Secretaries also have to be drawn into some of these processes.

As regards international relations presently these are dealt with by Shri Warrior, J.P.Singh, Prabhu and myself. UN matters by Shri Warrior and myself. How far these need to be done by Secretary, ISRO, may be decided by Chairman. May be the present method is okay with Secretary, ISRO getting an overview along with JS(W) of DOS.

Overall scientific, technical and managerial overview and coordination is something, I feel, Chairman ISRO is looking forward to the Secretary, ISRO doing as an important ^{task}. It is in this area some conflicts with the Programme Offices might arise. If there are no provisions for Secretary, ISRO to generally get into (albeit minimally) the activities of the Programme Offices, such an overview especially for planning will not be available to the Secretary, ISRO. Presently Chairman has made Asst. Scientific Secretary, ISRO, member of the SLV-Board and most importantly marks important papers to Rajan/_____ & . Formalising

of Programme Offices might cut this channel of "overview" - other than the overview being with Chairman, ISRO.

Hence some "powers" such as the following may be considered for Secretary, ISRO:-

(i) Secretary, ISRO will be responsible for bringing up important issues to the ISRO Council. All such issues from the Programme Offices, DOS & Centres/Units shall be referred to him.


(ii) Secretary, ISRO may also from time to time seek information from the Programme Offices/Centres/Units on issues considered important for ISRO programmes. He may refer these matters to Centre Directors/ISRO Council/Chairman ISRO for immediate actions, if any; such a process shall preferably be done in consultation with the concerned Centre Director/Head of Programme Office

ADMINISTRATIVE POWERS WITHIN ISRO HQ:

Since INSAT Programme Office has a separate Budget, the Programme Director has been given powers somewhat similar to Asst. Scientific Secretary, ISRO. But if all Programme Offices are given powers similar to these, then ISRO HQ budget has to be virtually split to four units for operation. Normally this is not done. I would therefore suggest that the five persons - Heads of Programme Offices & Head of Frequency Coordination Unit - be given the powers of the Controlling Officer for travel of themselves & their staff, expenditure on contingencies upto Rs 5000/- per annum, and payment to consultants upto 5 per annum & a ceiling of Rs 5000/-. Otherwise all the administrative powers may be vested with Secretary, ISRO. There is also a need to revise (upward) the administrative powers delegated to

Asst. Scientific Secretary to avoid lot of routine items routed to Chairman, ISRO (who has the powers of the Head of Department). I have worked out a draft which I will coordinate with Shri Das at some time instructed by Chairman and place later.

With these explanatory notes, Chairman may please consider the draft placed regarding Secretary, ISRO's role, & responsibilities in the Appendix.


YS Rajan 20/8/78

STANDING ORDER SC/CH/----/78

Sub:- Role, responsibilities and authority
of Secretary, ISRO

ISRO programmes have now grown in size and complexity needing ever greater coordination between various tasks and efficient management systems. Besides effective monitoring about the progress of various aspects of ISRO Projects and programmes especially the ones involving the inter-Centre/Unit and the inter-agencies, there is also an urgent need to plan effectively for the future programmes. In order to do such an effective coordination at the ISRO level, there is a need to organise the ISRO/DOS Headquarters into a few Programme Offices to serve the ISRO Council & Chairman, ISRO more effectively. This will be done through a subsequent Order which will supercede all organisational arrangements done at ISRO/DOS Headquarters excepting this Order, the ones relating to the INSAT Programme Office and the ones relating to the duties of JS(D) and JS(W) except to the extent modified herein or in the Orders relating to the Programme Offices.

This Order is to define the role, responsibilities and authorities of the Secretary, ISRO. Hereby the designation of Member-Secretary, ISRO Council is abolished and Shri S.K.Warrior is named as Member (Admn.), ISRO Council and Shri Y.S.Das will continue as Member (Finance) ISRO Council. The designation of Scientific Secretary, ISRO and Asst. Scientific Secretary, ISRO are abolished. _____ will be the Secretary, ISRO until further orders and _____ will be a Member and the Secretary of the ISRO Council.

Secretary, ISRO will assist Chairman, ISRO and ISRO Council in all matters relating to the ISRO programmes. To discharge this function of obtaining an overview of the present status and planning for the future programmes, he shall seek the assistance of the Programme Offices & DOS, to the extent possible. He is hereby given the authority to seek and obtain necessary information on all matters connecting to ISRO programme from the ISRO Centre Directors, Director PRL and the HQ Programme Offices.

Secretary, ISRO could bring any issues for decision to the ISRO Council/Chairman ISRO which he should normally do in coordination with DOS, HQ Programme Offices and/or Directors.

All matters to be brought up to the ISRO Council shall be routed through Secretary, ISRO who will take necessary actions on these as per the instructions of Chairman, ISRO.

Secretary ISRO will be in overall charge of the P&PRO Unit of ISRO HQ. He will consult Joint Secretary, DOS on matters concerning Governmental interfaces etc.

Secretary ISRO will be in overall charge of RESPOND Programme and is authorised to approve any proposals/projects below Rs 5 lakhs (in total), above which he will seek the approval of Chairman, ISRO.

Secretary, ISRO will be in-charge of ISRO HQ administration including ITLU's in Paris and Washington, the Liaison Offices in Bombay and Delhi. Order on his financial and administrative powers will issue separately. Till such time he will exercise the financial powers delegated to the Asst. Scientific Secretary, ISRO vide Order No.HQ:ADMN:1.2 dated 21st April 1976 and Office Memorandum No.HQ:ADMN:1.2 dated 21st April 1976. On important matters of expenditure concerning ISRO HQ, he will consult the Joint Secretary, DOS dealing with finance. In cases

of unresolvable differences the matter shall be referred to Chairman, ISRO.

The allocation of Sounding Rockets for the experimenters will be the responsibility of Secretary, ISRO. Secretary, ISRO is also authorised hereby to have formal correspondence on matters concerning International relations of ISRO/PRL which he shall do as per the Government instructions on this regard and also consulting the concerned Joint Secretary of DOS; to the extent possible he should consult the Programme Offices and the Centre Directors. Secretary, ISRO is also authorised to formally correspond on behalf of ISRO with any Indian agencies/Institutions which he shall do in accordance with the broad guidelines and instructions of Chairman ISRO/ISRO Council; if contractual obligations are involved he shall consult the concerned Joint Secretary, DOS.

Secretary, ISRO will also assist ^{Chairman &} Secretary, Space Commission on matters referred to him.

(S. Dhawan)
Chairman, ISRO
&
Secretary, DOS

INDIAN SPACE RESEARCH ORGANISATION
ISRO

Ref: AS/I-22

August 1, 1973

MEMORANDUM

From August 1, 1973, Prof.P.D.Bhavsar, Scientific Coordinator, ISRO, will assume additional responsibility as Scientific Secretary, ISRO, until further orders. He will report to chairman, ISRO and will be in-charge of ISRO's Scientific Headquarters which will provide scientific and technical staff support to Chairman, ISRO as well as to the ISRO Council and the Space Commission. Besides looking after the work of the ISRO Scientific Headquarters, Prof. Bhavsar will be responsible for the ISRO Offices in Bombay and Delhi.

Within the budgetary provisions for the ISRO Headquarters and following guidelines laid down by Chairman, ISRO, the Scientific secretary, ISRO is authorised to:

- i) approve payments for ISRO Scientific Headquarters expenditures within the budgetary limits.
- ii) authorise travel within India of the staff of ISRO Scientific Headquarters.
- iii) appoint personnel in the Scientific Headquarters upto and in the grade of Rs 700-1250 p.m.

The Scientific Secretary, ISRO, may delegate his powers to other members of the Headquarters staff to the extent necessary.

sd/-

(S. Dhawan)
Chairman