

23/3/6/78 For Chairman's use only

Sub:- SOME IMPORTANT MANAGEMENT ACTIONS REQUIRED TO BE DONE

Item (1) The burning question/issue is a replacement for Dr. BP. Once Govt saved us giving breathing time. Now Nature is giving gentle warnings. Even if Dr. BP recovers fully, he should not be loaded. Hence a need for urgent replacement. The criteria for selection could be :-

- (a) SLV-3 should not be disturbed
- (b) There should be some general respect for the person and less fears about the person.
- (c) Should be philosophically ready to restrict manpower & building growth at Trivandrum and should be ready to move towards Systems Mgmt.
- (d) Should be capable of inspiring the SLV-Variant team.
- (e) Should have a good rapport with SHAR.
- (f) Most importantly, the person should have respect and care for Kalam, the achiever. And in a future Structure Kalam should have a prominent place. [P.T.O.]

In an effort to accommodate "seniors" splitting VSSC is not good. It will lead to ^{more} interagency rivalries. VSSC has been integrated in a premises. The only rationale for splitting could be if the units are shifted to another distant location.

Item 2

Relocation of RFF preferably into 3 or 4 segments separated for some identified tasks and some shifting of personnel ~~is~~ are a must. Almost the next burning task.

Item 3

Third in line is the decision about liquid activities. The location of the liquid test facilities and the formation of liquid engine team formally. We should not let them dither further.

Item 4

For SLV-Variant activities an overall - in - charge and a Project

Director need to be named soon with a small core team to move the activities. (Chairman will get a list of schedules with key events soon).

Item 5

IRS needs formal organising. Most urgent need is to orient SAC towards users. I have written to Shri Kamat as I mentioned to Chairman. The present mode of aerial surveys - with operations & R&D mixed up - is no longer conducive to growth and user interface. A person to direct satellites too needs to be named; maybe perhaps wait.

Item 6

RSR - decisions to move out its activities to private industry and HAL etc is a must at least to meet MONEX time frame. There is a need to decouple it from RFF to meet schedules and quality.

Item 7

APPLE project needs strengthening with an idea to find (grow) a new [P.T.O.]

Project Director. May be P. Ramachandran, if he joins, could be promoted to SF and made P.D. ~~of~~ after seeing him for say 3 or 4 months [This will be an out-of-turn promotion].

Vasagam should be still overall-in-charge (say Chairman of the Board) and should be named Dy. Director, ISAE. His intellectual stature, which is so valuable, can be better utilised that way. His role should not be confused by naming others also as Dy. Directors.

Item 8

Radar project management including the personnel in the project to be drastically reorganised. This is not only to meet SLV-3 schedules but also to be ready for SLAR. (Both technologies have a lot in common). Either Calla with a strong deputy or may be Dr. Kosta to placed under Shri Pant or Calla could be a solution.

Item 9

A review of SLV-3 readiness and SEO by Chairman Say by July 78 end would speed up the projects. He should announce it too, to keep the heat on.

Item 10

A person to take charge of STEX (now that Sudhakar has refused to go) need to be found out soon. Director, SHAR will be trying to find out. He has collected a list of SF engineers with background in rocketry and mechanical engineering. Chairman needs to accelerate the process.

URGENT BUT LONG TERM ISSUES

ITEM 11

Movement of senior and middle level scientists between Centres is a definite need ~~for~~ the long term health of the organisation — to create more objectivity in the working culture.

Item 12

The linkages with industry needs to be pursued more aggressively without excessive obsession on royalties etc as is being done now. The holding company needs to be formed soon [P. To

Item 13

Even though ^{the} Services do not press for it, the linkages between ISRO/DOS and the future national defence needs to be raised at Govt level for instructions. ~~From~~ Five years ^{from now} ISRO/DOS and Defence will each need the other Do we wait till then without a plan of action?

Item 14

There are propensities with DOS and some of the ISRO top administration (esp. ^{the} deputationists) to bureaucratise ISRO. Unless some formalisms of ISRO Council, Chairman ISRO etc are done, some day DOS may try to run ISRO and its Scientists. Coupled with these arrangements are the powers of Directors and the role of ISRO HQ. (Present access by Scientists to Secretary, DOS has kept the DOS under leash; but it does not mean we have a stable system!)

More ^{items} will come as the above are solved!!

Rajan
3/6/78