

ISRO HEADQUARTERS

MINI MEMO

SOON

To: Chairman ISRO

Chairman has seen this note.
He said that he would discuss
this in detail on return from
abroad. Hence it is put up
for instructions.

Regards


FROM : YS Rajan

DATE : 30/7/78

ISRO HEADQUARTERS

Sub:- Some suggestions for speeding up decision making within ISRO/DOS.

Chairman may please consider the following points which are suggested in order to move things relatively expeditiously. (I briefly discussed on this with Chairman today).

In view of the fact that ISRO programmes have become complex and bigger and more so because of the added complexity of INSAT programme which cuts away quite a bit of time of Chairman, ISRO in his capacity as Secretary, DOS, it is now considered essential that some sort of structured delegation have to be done on various issues which need action, coordination, some decision making, doing ground-work, etc.

It will be difficult to issue all these as Office Orders since the programmes requirements go on changing month to month and quite a bit of understanding would be required to meet the changing circumstances. Therefore I am noting below some immediate issues on which Chairman may consider / give instructions, so that things are kept moving until alternate arrangements are made.

Item 1 COSPAR matters

I have sent a separate note requesting Chairman to consider delegating decision-making combinedly to Prof.U.R.Rao, Prof.Bhavsar and possibly myself and one of us will formally communicate such decisions. Chairman has already approved action. On Chairmanship of Vikram Sarabhai Symposium, we will await Chairman's return.

Item 2 Technology Transfer

There are many items which require dialogue with companies like HMT, BEL etc. In many cases these are required only for prior planning. One example I would cite as under:

From SAC they have suggested to Dr.Siddhartha that there is a good possibility of marketing about 300 terminals for C-band receiver only terminals in USA itself. (They have quoted some

references). SAC desires to know whether ISRO could explore such possibilities? This obviously would mean getting into some details and discussing with ITI, BEL etc. to know their interest and coordinate with Department of Electronics, etc. Only after such planning, decisions have to be taken. For such planning purposes, broad policy indicated so far by ISRO/DOS, such as our desire to promote indigenous technology jointly with industries etc could be used for approximate commitment which will be formalised at a later date at higher levels depending the scenario emerging from details. In the present mode of working, when such issues come, it is put up to Chairman with suggestions after which letters go to Managing Director ITI, etc; then after reply comes from them Chairman initiates action. This leads to delays and many a time things are overtaken by time. A procedure Chairman may consider giving effect to is to authorise Dr.Siddhartha to do the initial contacting. Perhaps for checks & balances, Chairman may name two-or-three persons with whom he should coordinate and based on a consensus he could act short of making formal commitments. Without such an authorisation many industrial interfaces are getting bogged down.

Item 3 RCS production, precision machining

Chairman may recall that in his recent meeting with Dr.Muthunayagam, in which Chairman said that various reports have been received from many Centres like ISAC for a RCS facility, on control components from VSSC/PSN, etc. He said that there is a need to puttogether/in a cogent /these form. He also mentioned it to Dr.Muthunayagam that Chairman would set up a Committee to study these issues. The question naturally arises when the Committee will be set up to study the matters. Instead if some persons, Centre and HQ as the case may be named by Chairman to take a lead in this matter to study various issues, they can sort out various details and come to Chairman with a final version for decision with a few options. Then matters will become much easier for decision making. I don't say that the method is going to be easy. Some persons will fight out issues, but still if some authority is given then some themes can emerge from which Chairman can choose. If things have to wait till Chairman defines the inputs, then it may not start for

say next 3 months. Chairman could be careful in naming the persons. This procedure would necessary mean that some persons should be able to write to Director, ISAC and Director VSSC and discuss with them about the overall theme, make joint papers with assumptions of certain guidelines. Everytime to come for all these issues with detailed notes for guidelines from Chairman would cause delay. Hence as far as taking action is concerned, Chairman may nominate some people with some broad guidelines (oral would do). As regards the progress made, a one-page memo can be sent to Chairman periodically.

Item 4 Microwave Remote Sensing

This is an area which needs urgent attention if it has to pick up at all in ISRO . This would mean some correspondence with BEL, with some national agencies/institutions etc, even exploring some time ups with bright individuals for Scatterometer studies, SLAR etc. How does one can go about it? ~~Could~~ Chairman decide to leave these questions to be handled at first level by a few persons from SAC, and HQ so that it can later be escalated ^{to Chairman} for decision making? Of course to a certain extent these persons have to be authorised for some commitment at least morally. Again for checks and balances a joint action may need to be asked for by the persons named by Chairman.

Item 5 IRS coordination

So far discussion has been at the Secretary level. Things are going to pick up too fast. Already discussions with GSI has taken place. How does one determine about some of the commitments? Only one thing which Chairman may forbid from commitment could be additional recruitment of manpower and too much of monetary commitments above certain level (say more than Rs 2 lakhs). For other things perhaps some form of delegation to a few persons (jointly) may be authorised to take action.

Item 6 Cooperation with NAL

Dr.Valluri, Director NAL had written to Chairman naming persons. Chairman has seen this letter. I had discussed with Chairman about

further action and Chairman wanted a detailed letter to Dr.Valluri describing the systems on which NAL could think of working etc. I am in the process of preparing a draft in consultation with Dr.Siddhartha and Shri Sudarshan. However my feeling is that through this process it is likely that the matter will be further delayed. I do see Chairman's concern that the cooperation should start on a proper footing and is not skewed by certain individual idiosyncracies. On the other side the question of speed on this matter seems to be of some concern because either Dr.Valluri is away sometime or Chairman is busy with some other tasks. Since Director NAL has named Dr.A.K.Singh for the overall coordination from NAL side, may be a few persons from ISRO could be named who could jointly discuss with NAL team for working out details on some matters in this regard. When views have to be formalised for action, a crisp note should come to Chairman for approval.

Item 7 Optics Facility

Chairman has seen the Optics Facility report and their recommendations. Chairman has also seen my note on the subject. Chairman had remarked that it is now time to move towards a group to focus on these activities. He had remarked as under:

"We need the following:

1. A concrete ISRO programme relating to the major optical systems for the coming projects needs definition: If someone can list the projects in which the optics are embedded we can then discuss action.
2. In parallel with (1) certain advance actions can be taken. These can be
 - (a) setting up of a standing group on optics,
 - (b) Finding & 2 agencies each for the critical areas,
 - (c) Feed information into RESPOND,
 - (d) Stock-pile some materials."

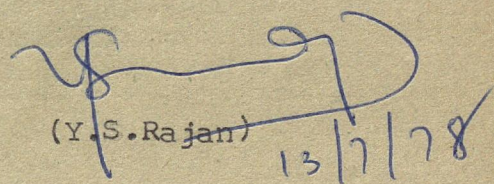
Now regarding the question of moving this matter if it is to be done at HQ alone would be difficult as we cannot get all data. If Chairman can authorise a team of people to work on this matter in a managerial fashion as against study group mode, then some focussed options decision making could be arrived at.

Item 8 Yellahanka site

On the Yellahanka site, while accepting in principle the proposal sent by us for setting up RCS Facility etc Chairman desired detailed plan³ action. For this one needs to approach VSSC, and ISAC for working out details. Without some form of formal consultation with them it would be difficult to move on the matter of producing good data base. Action here could be speeded up by naming a few persons for working out the details for submission of a few options to Chairman after due consultations of course with Directors, VSSC/ISAC.

On the above items Chairman is requested to give his decisions/instructions against each item in the left-hand space so that some action could be taken. I would request that Chairman names a few people with instructions as to how to proceed. On each item to issue an Office Order would perhaps be difficult task to do. Since generation of guidelines require very detailed work on all these and to bring it to a level of Office Order for Chairman to issue is really a task in itself. It is with this view, some general instructions or suggestions are requested. It would be expected that the persons Chairman names would jointly work as a team and generate a few options to be placed before Chairman.

I think that many of these planning activities and coordination activities would continue to get bogged down without some sort of above suggested "delegation". It is my considered opinion that even after signing of the contract for INSAT-1, it is unlikely that Chairman would be free from INSAT as at least one problem a week related to INSAT will come to Secretary, DOS. Hence a new mode of functioning might have to be conceived and hence the options suggested above.


(Y.S. Rajan)

13/7/78

Chairman, ISRO

13/7/78