

3/3/78

To: Prof. S. Dhawan

TO BE OPENED

From: YSR

BY CHAIRMAN

Sub: Some action items and issues of concern

1) The heavy surrender of money this year allround, amidst other things, indicates that our scientists/managers find it difficult to do expenditure, if the bounds of programmes are well fixed and "free lancing" is minimised. Another one important reason I see, is that Chairman ISRO was not available this year to review and "needle people to keep them on toes" due to his INSAT preoccupations.

2) Is this a good system? Definitely not. But people cannot be changed overnight. INSAT Board works ~~like~~<sup>in</sup> free lance SAC "discussion mode"; papers are very poorly done. If any body, including acting Chairman, tries to make a point the reaction of the Project Director is "I don't agree".... As regards ISRO Centres, coordination amongst technical persons and Centre Directors move in a snail's pace... When everything becomes supercritical things are rushed to Chairman and "HQ is delaying matters!" is the standard complaint.

3) Decentralisation of powers and decision making as it <sup>exists</sup> now is quite adequate and Chairman may <sup>consider</sup> writing a formal memo to

[P.T.O]

The Directors emphasizing that it is their responsibility to ensure intra-Centre and inter-Centre coordination at god-speed and keep Chairman, ISRO informed. To Shri P.P. Kale ~~may~~ chairman may consider telling ~~me~~ or giving a memo that he should not be rushing to Secretary without trying adequate coordination at his level with INSAT Board members and others concerned.

I feel if these are <sup>not</sup> enforced by Chairman by firm instructions and actual practice, all the action points (even petty) will fall on Chairman's lap~~s~~, with the executives not doing their actions till Chairman tells them.

4) Already Chairman is overloaded. He needs physical and mental rest. This is needed not only from health viewpoint but also to think about and discuss with Secretaries etc on major issues of policy and advanced planning needed for IRS, SLV-V, & Proto-INSAT. Chairman can get rest only if other important executives do their homework meticulously and not pass the buck to Chairman. Also without some exemplary punishments ~~where~~ (in cases where senior persons behave irresponsibly) such a discipline is difficult to enforce.

5) Such enforcement by Chairman at Senior levels could lead to percolation of some systems downward.

6) On HR organisation Chairman had told to me to write a draft especially on Secretary, ISRO's role and responsibilities. I will give a draft by month end.

Rajan  
4/3/78

P.S: I have sent some drafts on SHAR. Chairman may consider issuing them soon.

Raja