

# Battle's Laws

*Keep the program office small and quick-reacting at all cost.*

*Exercise extreme care in selecting people, then rely heavily on their personal abilities.*

*Make the greatest possible use of SSD supporting organizations. You have to make unreasonable demands to make sure of this support.*

*Cut out all unnecessary paper work.*

*Control the Contractor by personal contact. Each man in the program office has a particular set of Contractor contacts.*

*Hit all flight and checkout failures hard. A fault uncorrected now will come back to haunt you.*

*Rely strongly on Contractor technical recommendations, once the program office has performed its function of making sure the Contractor has given the problem sufficient effort.*

*Don't over communicate with higher headquarters.*

*Don't make a Federal case out of it if your fiscal budget seems too low. These matters usually take care of themselves.*

*Don't look back, History never repeats itself.*

*C. L. Battle*

C. L. BATTLE, Colonel, USAF  
Director, CORONA Satellite System

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SSSD/Col Battle/1512

Program Management

SSV (Col Alexander)

1. Colonel Kitchman asked me to send you this memo on the principles of program management practiced in SSSD.
2. We operate more or less along the following guidelines, listed more or less in their order of importance:
  - a. Keep the program office small and quick-reacting at all cost.
  - b. Exercise extreme care in selecting people, then rely heavily on their personal abilities.
  - c. Make the greatest possible use of SSSD supporting organizations. You have to make unreasonable demands to make sure of this support.
  - d. Cut out all unnecessary paper work.
  - e. Control the Contractor by personal contact. Each man in the program office has a particular set of Contractor contacts.
  - f. Hit all flight and checkout failures hard. A fault uncorrected now will come back to haunt you.
  - g. Rely strongly on Contractor technical recommendations, once the program office has performed its function of making sure the Contractor has given the problem sufficient effort.
  - h. Don't over communicate with higher headquarters.
    1. Don't make a Federal case out of it if your fiscal budget seems too low. These matters usually take care of themselves.
    2. Don't look back, History never repeats itself.

SIGNED

C.L. BATTLE  
Colonel, USAF  
Director  
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## PRINCIPLES (Have not been discussed)

1. Be schedule-oriented.
  - a. If you don't start that way, you will end that way anyhow.
  - b. Haste does not make ~~less~~ as much waste as foot-dragging in this business.
  - c. Decision-time is critical
  - d. A tight schedule avoids letting anyone off the hook.
  - e. Early launch testing shortens time to fix.
  - f. Only in Prog. Office does schedule motivation exist.
2. A good program office is oriented to the technical side of the problem.
  - a. Don't kid yourself - they pay off on results — that means when it works.

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3. Recognize the contractor's role and live with it:
  - a. He is in the driver's seat, technically speaking.
  - b. At same time, make sure you hold him fully responsible.
- c. ~~the~~ i. Program office concentrates on evaluation amount of effort & quality of people on problems you think are important.
4. Direct personal involvement of all Prog office members is vital.
  - a. Prog. Director must be held personally responsible for all aspects (This automatically becomes the case)
  - b. In turn, he holds individuals under him in same status, etc., etc.

5. (Corollary to 4) Program office must remain small. Parkinson can kill you.

6. (Corollary to 5) Use all other offices you can. Apply principle 4 to this. Always make unreasonable demands.

7. Never ask for help. You might get it.

8. Comply promptly with all report requirements in the most meager fashion that will pass inspection.

valued in providing proper atmosphere getting job done

9. Restatement of 8. Don't overcommunicate with higher headquarters.

10. Financially — — same story; you have to live with the contractor. Never let him get behind in keeping a finger on his status.

a. Incurring ~~exp~~ an unpredicted overrun is bad, but overrunning without knowing it is disastrous.

11. Troubles: hit them hard and instantly.

a. Unfixed troubles will bite you again.

b. There is no such thing as a random failure.

c. Personnel mistakes are far more frequent than design defects.

12. System integration is very important.

a. 1019.

13. Important: insist that all principles herein apply to all contractor activities.

14. Don't generate paper work. There are plenty of people willing to do this for you.
15. Committees are the world's most useless activity. Avoid lets-have-a-meeting-eva like poison
  - a. They never accomplish anything.
  - b. There is always some individual who has the responsibility for doing what the committee thinks it is doing.
16. Management surveys are punitive. Recognize it and employ them (if ever) accordingly.
17. Examine closely the tie ~~g~~ between the Home Office and the field. There's many a slip here.