

As a result of the above statement, it is recommended that the PPO examine its organization for informatics with the following focus:

- (a) Product or application management. The PPO should identify its current and potential services/products, particularly those resulting from its strategic plans for the future, and organize informatics elements to focus on each one. For example, it might be reasonable to give individuals the responsibility for one or more services, products, or technical areas, and empower that individual to budget and manage the informatics development and support programs (not the actual design and programming) for those elements.

Some distinct elements might be passport production, on-line data access, on-line passport authentication, biometrics capture systems, and document management systems. Another might be data resource management for the new data bases with biometrics envisioned for the future.

This "product management" approach is very useful and manageable, particularly since it permits focus on what is or should be delivered, not the programming or application maintenance to make it so. The next point should clarify this comment.

- (b) Application development and maintenance. All application development, and possibly application maintenance, should be considered for outside contracting. The PPO does not have the personnel resources to accommodate all of the systems changes envisioned, and should recognize these as temporary rather than permanent tasks. The Management Services group should not see itself as being in the computer software development business, but rather should husband its technical resources for internal high level system design, technical liaison, and external contract management needs that the PPO will experience.