

5. O & M. Provided by a separate unit within MS.

### 13.2 Future Roles and Organizational Structures.

Any new strategic directions taken by the PPO, such as those suggested as a result of this study, must of necessity involve a similar change in the organization and operation of the informatics group. The suggestions below are predicated on many of the elements of the basic strategic directions presented elsewhere in this report, and are also focused on these essential principles:

- o Organizational delineations must correspond to and permit focus on the objectives and mandate of the PPO, of which informatics is a fundamental strategic component.
- o Organizational elements should avoid overlapping duties wherever possible. Each major element must be clear as to its own area of responsibility.
- o Correspondingly, each major element must, to the greatest extent possible, be budgetable for \$ and PY's as isolated elements of the PPO budget and plan. Costs (and \$ returns) of distinct operational programs and services must be discernable, measurable, and able to be rationalized. This is essential to carry out the role of a Special Operating Agency.

As a starting point, it is recommended that the Management Services organization re-affirm for itself that it is **not simply an efficient computer organization, but a specialized provider of a computerized infrastructure of fundamental strategic importance to the PPO and its mandate.** The range of services can be expected to expand in the 90's, as explained in this report, and so this Management Services role will become of increasing significance as more and more of PPO operations and special services are linked to and dependent upon the quality and richness of the informatics base within the PPO.