The above structure will aid the PPO in rationalizing and planning all of its operations involving informatics in a very productive manner. In fact, for better program management, all such rationalized activities might be treated for budget purposes as if they were contracts. This implies defining the following attributes for each:

o   specific terms and deliverables;

o   expected performance based on measurables;

o   costs, in terms of $ and PY counts;

o   conditions that may vary results;

o   expected returns, if appropriate.

The intent of the above is not to turn the PPO into a stringent business operation, but rather in a constructive manner give to each responsible employee and officer a set of understandable responsibilities, particularly related to the products and services of the organization. Any technological advances implemented by the PPO, like in any other organization with a similar mandate, are clearly better managed by individuals with clear responsibilities, not by working groups with responsibility sharing and overlapping duties.

The reasons for putting these recommendations forward is again to reinforce the true mandate of the PPO, which is not computer services per se, but is closely tied and dependent on modern informatics technology. The PPO should therefore consider the organization of its informatics functions along the lines of its mandate, where product management is more or less a "line" task, and where systems development contract support, technical services, etc. are "staff" services. Each is clear as to role, and therefore can be costed and budgeted, with these costs and budgets forming part