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DURING FISCAL YEAR 1994 OTA underwent a sweeping restructuring that to some extent had been foreshadowed by events in FY 1993. The proposal for this restructuring was developed through extensive consultation with OTA staff at all levels. The organizational plan approved by OTA's Technology Assessment Board streamlined OTA's research activities from nine programs to six. This move followed similar streamlining in FY 1993, when three divisions were merged into two, and all administrative functions were placed under the direction of OTA's assistant directors to eliminate separate operations management.

A number of objectives have been achieved by this restructuring. OTA has responded to legislative branch budget policy by creating substantial economies by eliminating about 35 to 40 percent of senior management positions; these savings amount to approximately \$1.3 million annually. Also, the restructuring has permitted maintenance of "critical mass" during maximum workloads. In addition, eliminating a number of internal boundaries and establishing a culture of collaboration and sharing has improved cross-program and cross-discipline cooperation and reinforcement. It has become easy to recruit project teams from throughout the agency based on desirable skills and experience, regardless of the program home of any individual staff member; this has moved OTA toward matrix management. Also, larger research units provide greater diversity and enhance the capacity for staff to participate in multiple projects simultaneously. The result of all this is a more efficient and, of course, less expensive organization. There is further renewal in the agency in that seven of the current nine senior managers are new in their jobs, and the two who continue as program directors have new responsibilities insofar as their programs are changed and enlarged through restructuring.

In 1994 the Appropriations Committees **asked** OTA to consider ways in which the agency could focus more sharply on science and technology and ensure that work did not stray into other fields where it might duplicate the efforts of other support agencies. OTA responded promptly to these instructions from the Committees, designing a three-part approach that was approved by OTA's board on June 23, 1994.

- First, OTA strengthened the analysis that staff always undertake in preparing proposals to be taken to the Technology Assessment Board on work requested by Committees of Congress. Staff are required to review proposed responses to Committee requests in order to specify what technological applications and what societal impacts of such applications would be involved in the study and be included in the final report. Staff must identify what sections of OTA's enabling statute, P.L. 92-484, would support the proposed work. This analysis is set forth in a "technology page" included prominently in all proposals submitted to the Board for approval. In this way, staff and management identify and specify the technology content, and the Board is assured that this step has been undertaken and can review the documentation in the course of deciding on the appropriateness of the work for OTA. All proposals after the June Board meeting have included this "technology page." This has been helpful in focusing attention on the science and technology content of OTA work.
- Second, to improve the understanding of the Appropriations Committees and to enable them to better review and assess OTA's performance, the Committees were formally invited to a meeting of the Board staff with OTA and to a regular Board meeting. Staff of the Committees attended these meetings.
- Third, to expand requesting Committee understanding of OTA's role among the support agencies and to improve and refine requesters' focus on OTA as a science and technology agency, several brochures and other materials were prepared and made widely available in Congress.

In this time of change and restructuring, OTA succeeded in maintaining traditional levels of output. OTA delivered 51 publications to Congress, including 22 assessments, 27 background papers, and two administrative documents, and testified 38 times before Congressional Committees. OTA also provided numerous special briefings and expert advice. As of September 30, 1994, 44 studies approved by the Technology Assessment Board and nine special responses were in progress. OTA's reports for the year covered the usual wide range of subject matter, and included a number which could be singled out as particularly of interest and use to Congress and the nation:

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- The second of two studies on multinational corporations and the U.S. technology base was completed. The assessment provided careful analysis of the impact of multinational corporate policy on the development of technologies and high-technology manufacturing in this country and the linkage of foreign investment policy and trade balances, particularly in the case of Japan.
- As the health reform debate heated up over the course of the second session of the 103d Congress, OTA took an in-depth look at the strengths and weaknesses of economic projections in reports on understanding estimates of expenditures under health reform and questioned the reliability of such estimates and the likely validity of assumptions on the use of system technologies on which economic models are based.
- At the request of the Appropriations Committees, OTA also prepared a report on the Social Security Administration's massive computer procurement strategy. In essence, the report noted that SSA had not developed the service plan to effect the maximum value from the intelligent work station/ local area network technical solution proposed. The Committees have held up some funding pending better descriptions and planning from SSA.
- OTA investigated information security and privacy in network environments. This study took issue with the formulation of the federal decision regarding the "clipper chip" solution and probed the appropriateness of

federal decisions that may have an effect on private industrial capacity to develop security and to compete outside of the United States if federal governmental access to transmissions has been built into hardware.

- OTA issued a report on managed health care and competitive health care markets.
- A series of reports examined a variety of issues with respect to technologies underlying, and methods of control of, weapons of mass destruction.
- And the most recent in a series of OTA reports analyzing defense industry conversion assessed the potential for civil-military integration.

Many other reports could be highlighted in the areas of technology covered by OTA, including energy, the environment, health, international security, transportation, education, information technologies and telecommunications, and industrial competitiveness. We see complex issues involving science and technology continuing to come before Congress and the American people—issues that will need thoughtful, careful analysis. We look forward to continuing to serve as a shared resource for the Senate and the House, the Majority and the Minority, to help frame issues, to help inform the debate, and to provide useful options for resolution of the issues.