

Section V
ORGANIZATION
AND OPERATIONS

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Created by the Technology Assessment Act of 1972 (86 Stat. 797), OTA is a part of and is responsible to the legislative branch of the Federal Government. OTA received funding in November 1973 and began operations as the second session of the 93rd Congress convened in January 1974.

The Act provides for a bipartisan Congressional Board, a Director, Deputy Director, and such other employees and consultants as may be necessary to conduct the Office's work.

The Congressional Board is made up of six Senators, appointed by the President pro tempore of the Senate, and six Representatives, appointed by the Speaker of the House, evenly divided by party. In 1979, Congressman Morris Udall, D-Arizona, and Senator Ted Stevens, R-Alaska, served as the Chairman and Vice Chairman, respectively, of the Board. The two posts alternate between the Senate and House with each Congress. The Board members from each House select their respective officer.

The Congressional Board sets the policies of the Office and is the sole and exclusive body governing OTA. The Board appoints the Director, who is OTA's chief executive officer, and he serves as a nonvoting member of the board.

The Act also calls for a Technology Assessment Advisory Council comprising of 10 public members eminent in scientific, technological, and educational fields, the Comptroller General of the United States, and the Director of the Congressional Research Service of the Library of Congress. The Advisory Council advises the Board and the Director on such matters as the balance, comprehensiveness, and quality of OTA's work, and the extent to which OTA utilizes resources outside Government.

In providing assistance to Congress, OTA is to: identify existing or probable impacts of technology or technological programs; where possible, ascertain cause-and-effect relationships of the applications of technology; identify alternative technological methods of implementing specific actions; identify alternative programs for

achieving requisite goals; estimate and compare the impacts of alternative methods and programs; present findings of completed analyses to the appropriate legislative authorities; identify areas where additional research or data collection is required to provide support for assessments; and undertake such additional associated activities as may be directed.

Initiation, Processing, and Flow of Assessments

OTA's primary function is to provide congressional committees with assessments or studies that identify the range of probable consequences, social as well as physical, of policy alternatives affecting the uses of technology. Requests for OTA assessments may be initiated by:

- the Chairman of any standing, special, select, or joint committee of Congress, acting alone, at the request of the ranking minority member, or a majority of the committee members;
- the OTA Board; or
- the OTA Director, in consultation with the Board.

The authorization of specific assessment projects and the allocation of funds for their performance is the responsibility of the OTA Board. The Board early established priority areas of study, and approves individual assessment projects within those areas. To facilitate these decisions, the Board considers recommendations and plans developed by OTA staff, and applies the following general selection criteria developed in consultation with the Advisory Council:

- Is this now or likely to become a major national issue?
- Can OTA make a unique contribution, or could the requested activity be done effectively by the requesting committee or another agency of Congress?
- How significant are the costs and benefits to society of the various policy options in-

volved, and how will they be distributed among various impacted groups?

- Is the technological impact irreversible?
- How imminent is the impact?
- Is there sufficient available knowledge to assess the technology and its consequences?
- Is the assessment of manageable scope—can it be bounded within reasonable limits?
- What will be the cost of the assessment?
- How much time will be required to do the assessment?
- What is the likelihood of congressional action in response to this assessment?
- Would this assessment complement or detract from other OTA projects?

Assessment reports emerge from the combined effort of a staff with appropriate expertise, citizen advisory panels of experts, consultants, contractors, and other congressional information agencies. A particular assessment project may involve exploratory meetings, workshops of advisory panels, staff analyses, and consultant studies.

Different approaches are used. The method employed, personnel involved, and the skills tapped depend on the technology under study, the requesting client, the nature of the issues at stake, and the time available for and the setting of the project. Required to consider the needs of Congress, the vast range of technological issues, and the resources available for a study, OTA remains flexible in its assessment methods.

All OTA assessments strive to be objective, fair, nonpartisan, and authoritative. They must also be timely so as to meet congressional schedules.

Organizational Structure

The Office is organized into three operating divisions, each headed by an assistant director. The three divisions are Energy, Materials, and International Security; Health and Life Sciences; and Science, Information, and Transportation. They encompass assessments grouped in the areas of energy, food and renewable resources, genetics and population, health, materials, inter-

national security and commerce, oceans, R&D priorities and policies, telecommunication and information systems, and transportation. A chart detailing OTA's organizational structure accompanies this section.

Staff professionals represent a wide range of disciplines and backgrounds, including the physical, biological, and environmental sciences, engineering, social sciences, law, and public administration. Professionals from executive branch agencies, detailed to OTA on a temporary basis, and participants in several congressional fellowship programs also contribute to the work of the Office.

Public Participation

OTA makes a serious and systematic effort to ensure that the views of the public are fairly reflected in each of its assessments.

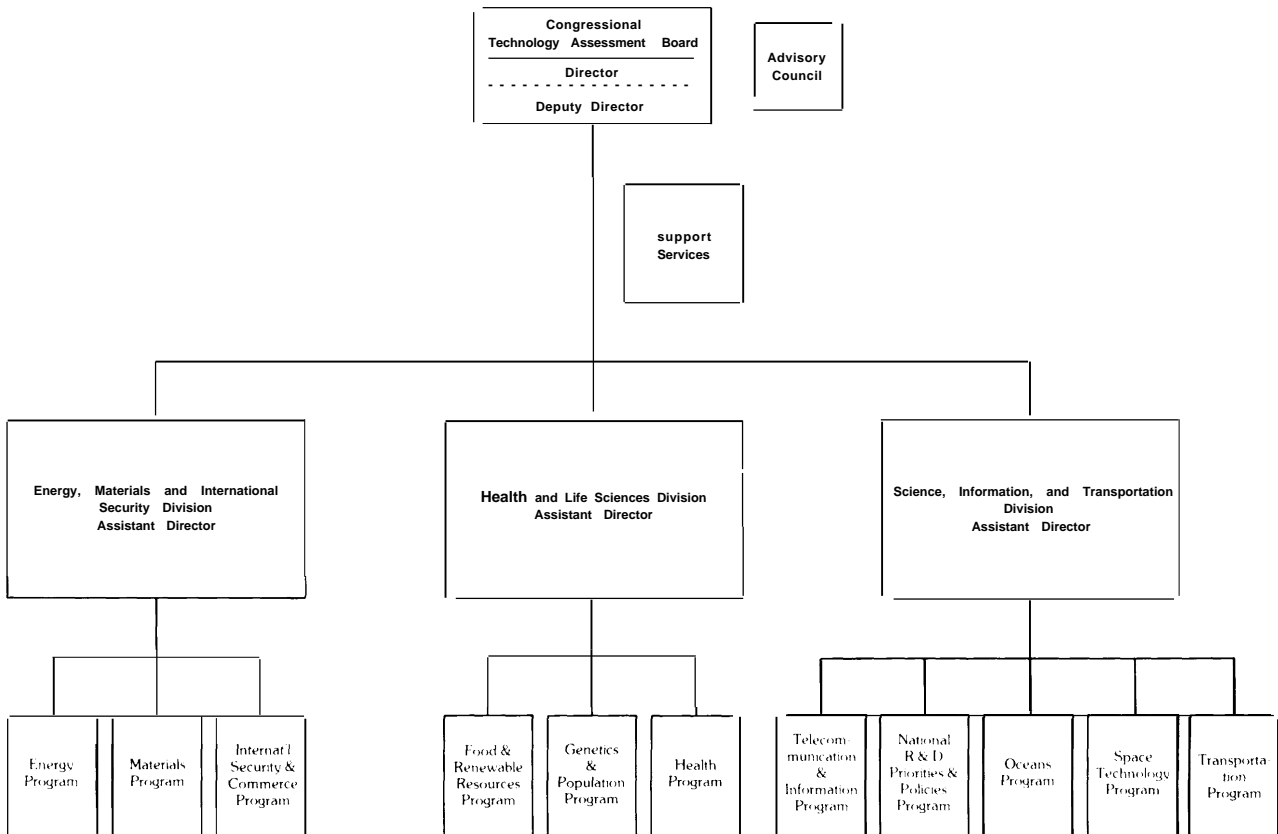
The involvement of a broad spectrum of the public informs and improves OTA's work by helping eliminate bias, introducing new or little understood points of view, and identifying any important contrasts between the perspectives of technically trained experts and lay citizens.

OTA uses a number of methods for involving the public. Members of advisory panels and workshops represent diverse viewpoints and political positions. Interviews and surveys are sometimes conducted. Formal and informal public meetings are held. A major effort is made to obtain public comments and review of draft documents as work continues. All or any of these methods may be used in any study; the topic itself defines the appropriate choices. The crucial element is that the method be truly participatory, so that a real exchange of views can occur.

Information Services

An information services staff, which maintains an in-house library of books, reports, journals, and other materials on science, technology, and related areas, supports OTA activities. The library serves as a liaison to the Library of Congress as well as to other libraries and organizations in order to meet the information needs of the OTA staff.

Office of Technology Assessment Organizational Structure



Current awareness tools and computerized literature search services, the latter providing access to more than 150 data bases, provide staff members with an extensive array of information services. The library also maintains a collection of background materials on the OTA history and legislation, speeches and testimony given by

OTA staff, and other information pertinent to the work of the Office.

The library is available to members of the general public who have a specific interest in technology assessment or in the work of the Office.

Organizational Roster of OTA Staff as of December 1979

OFFICE OF THE DIRECTOR

John H. Gibbons, Director
Sue Bachtel, Executive Assistant
Daniel De Simone, Deputy Director
Marion Fitzhugh, Deputy's Assistant
John Burns, Senior Editor
Debra Datcher, Secretary
Patricia Halley, Receptionist/Corres. Controller

Liaison Office

Liaison Officer, TAB/TAAC (vacant)
Eugenia Ufholz, Assistant to Liaison Officer

Personnel Office

Evelyn Davis, Personnel Officer
Dale Donahue, Personnel Specialist
Katherine Mason, Personnel Specialist

Medical Services

Rose McNair, Resident Nurse*

Public Communications Office

John Burns, Acting Public Communications Officer
Vicki L. Sibley, Press Officer

ADMINISTRATION

Thomas P. McGurn, Administrative Officer
Alban Landry, Asst. Administrative Officer
Susan Carhart, Contract Specialist
Lola Craw, Asst. to Administrative Officer
Tom Jennings, Senior Analyst
Lynne P. Pietz, Director, Contracts & Legal Services
Richard Tyler, Contract Specialist
Geneva Watkins, Administrative Specialist
Ann Woodbridge, Assistant Controller

Information Services

Martha Dexter, Librarian
Suzanne Boisclair, Library Technician
Marian Ulincy, Assistant Librarian

ENERGY, MATERIALS, AND INTERNATIONAL SECURITY DIVISION

Lionel S. Johns, Assistant Director
Linda Riddiough, Division Assistant
Marvin Ott, Associate

Energy Program

Richard Rowberg, Program Manager
Thomas Bull, Project Director
Clark Bullard, Senior Analyst
David Claridge, Senior Analyst
Alan Crane, Project Director
J. Bradford Hollomon, Project Director
Lisa Jacobson, Administrative Assistant
Nancy Naismith, Project Director
Stephen Plotkin, Senior Analyst
Lillian Quigg, Secretary
Jenifer Robison, Analyst
Joanne Seder, Research Assistant
Richard Thoreson, Analyst
Frank Tugwell, Senior Analyst
Yvonne White, Secretary
Ray Williamson, OTA Fellow

Publishing Office

John C. Holmes, Publishing Officer
Kathie S. Boss, Assistant Printing Specialist
Joanne Heming, Printing Specialist

International Security & Commerce Program

Peter Sharfman, Program Manager
John Alic, Senior Analyst
Ronnie Lee Goldberg, Project Director
Helena Hassell, Secretary
Dorothy Richroath, Editorial Assistant
Jacqueline Robinson, Administrative Assistant

Materials Program

Audrey Buyrn, Program Manager
Patricia Canavan, Secretary
William E. Davis, Project Director
Carol Drohan, Administrative Assistant
Joel Hirschhorn, Project Director
Karen Larsen, Analyst
Patricia Poulton, Analyst
Phillip Robinson, Senior Analyst
Frank Wobber, Project Director

*Detailed from the Attending Physician's Office, U S Capitol

HEALTH AND LIFE SCIENCES DIVISION

Joyce Lashof, Assistant Director
Ogechee Koffler, Division Assistant

Food and Renewable Resources Program

Walter E. Parham, Program Manager
Phyllis Balan, Administrative Assistant
Christine Elfring, OTA Fellow
Elizabeth Galloway, Secretary
Michael Phillips, Project Director
Bruce A. Ross-Sheriff, Project Director
Robert L. Smith, Jr., Research Assistant
Catherine Woteki, Project Director

Genetics and Population Program

Gretchen Kolsrud, Program Manager
Marya Breznay, Administrative Assistant
Lawrence Burton, Analyst
Susan Clymer, Secretary
Leslie Corsa, Project Director
Zsolt Harsanyi, Project Director
Emiline Ott, Senior Analyst

Health Program

H. David Banta, Program Manager
Clyde Behney, Project Director
Virginia Cwalina, Administrative Assistant
Pamela Doty, OTA Fellow
Shirley Gayheart, Secretary
Michael Gough, Project Director
Nancy Kenney, Secretary
Bryan Luce, Senior Analyst
Lawrence Miike, Project Director
Michael A. Riddiough, Senior Analyst
Leonard Saxe, OTA Fellow

**SCIENCE, INFORMATION, AND
TRANSPORTATION DIVISION**

Eric H. Willis, Assistant Director
Doris Smith, Division Assistant
Samuel Hale, Executive Assistant

**Telecommunication and Information
Systems Program**

Stephen Doyle, Program Manager
Raymond Crowell, Project Director
Elizabeth Emanuel, Administrative Assistant
Marcia MacNaughton, Senior Analyst
Teri Miles, Secretary
Wladimir Naleszkiewicz, Associate
Zalman Shave]], Senior Analyst
Frederick Wood, Project Director

Oceans Program

Robert Niblock, Program Manager
Prudence Adler, Analyst
Kathleen Beil, Administrative Assistant
Junior Bridge, Senior Analyst
Thomas Cotton, Project Director
Robert Friedman, Project Director
Linda Garcia, Analyst
Carolyn Gilmore, Secretary
Nancy Ikeda, Research Assistant
Peter Johnson, Project Director
Bennett L. Silverstein, Project Director
Lucia Turnbull, Analyst

National R&D Priorities & Policies Program

Robert F. Daly, Program Manager
Scott Finer, Analyst
William Mills, Senior Associate
Leslie Sederlund, Research Assistant
Michaela Walsh, Project Director
John Young, Project Director

Transportation Program

Robert Maxwell, Program Manager
Yupo Chan, OTA Fellow
Lee Dickinson, Project Director
Larry L. Jenney, Project Director
Jacqueline Mulder, Secretary
Paula Walden, Administrative Assistant
Jerry Ward, Senior Associate
Richard Willow, Associate