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RENEWS

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Licensing Organization Work Underway
Organization Update

In January the Licensing Division formed a team to work on the organizational support for their reengineered process. The team is comprised of Licensing Division Chief John Martin; Licensing Section Heads Mark DiNapoli, Willie Adams, and Vincent Murzinski; Information and Reference Division staff member Cindy Romanyk; and IBM consultant Greg Morgan. The team worked to design a new organizational structure together with job roles to support each part of the Licensing Division's process. During their work sessions, the team members documented changes to the division and work unit and to job roles and responsibilities for the various Licensing Division functions. The team also identified the knowledge, skills, and abilities (KSAs) required to perform the new job roles. They will solicit feedback from Licensing Division staff at all levels.

Inside

PHOTO BY HELEN HESTER-OSSA

The final output of these sessions will be the proposed work unit structure and the job descriptions to support the structure. The Reengineering Program Office's (RPO) Organization Team will develop a training plan to identify how to bridge the gap between the current KSAs and the KSAs that will be needed to support the new organization. The team will then present its recommendations to Copyright Office managers for review and approval.

The draft reorganization package that was presented to the BPR Steering Committee last June for the six new processes (excepting Record Document) is currently being reviewed by the Organization Team. A preliminary workload allocation has been completed and will enable Copyright Office management to assess staffing and space needs in the new environment. The team is reviewing and revising the proposed job descriptions for consistency with Library of Congress and OPM classification standards.

Once these tasks are completed, the team will meet with process owners to discuss the recommendations. There is still a great deal of work to be done to complete the final reorganization package for submission to Human Resources Services. ■

Progress on the IT Front

Coming Up to Speed!

Michael Burke

The recent focus of the information technology (IT) front has been on procuring the knowledge and skill sets to develop, configure, and integrate the software for the new IT systems. In the last issue of *ReNews*, I reported on our investigation of government-wide agency contracts (GWACs) to facilitate the procurement and provide the Office with access to a pool of experienced contractors with proven track records. Since that writing, a team of senior reengineering staff have met with representatives of a number of GWAC host agencies to explore their costs, capabilities, and services.

Among the GWACs were Encore administered by the Defense Information Systems Agency; CIO-SP2 administered by the National Institutes of Health; COMMITS administered by the Department of Commerce; and Millennia and Millennia Lite administered by the General Services Administration. Considering the magnitude of the IT front and the inherent risks in systems development, the briefings by the GWAC host agencies provided persuasive information about the benefits of using these procurement vehicles. Two of the benefits are particularly worth mentioning.

First, a host agency, for a fee, can assist the Office in managing not only the procurement but also the contract after it is awarded. This can mitigate the risks of using a single contractor and can facilitate obtaining additional skill sets through subcontracting. It also brings to bear the influence of the host agency in seeing that the work is done well and relieves the Office of some of the administrative work.

Second, the host agency can make additional people available to the Office to augment our own staff when needed. During the peak activity period of the reengineering effort, additional staff will be needed to carry out fairly definable tasks such as executing test scripts and documenting results. Acquiring those skill sets in the amount needed and when needed is a cost-effective solution to a short term need.

The reengineering staff is very close to making a recommendation about using the GWAC procurement method and selecting among the several that are available. From that point, it will take 2 to 3 months to complete the procurement process and to have contractors available to begin work.

Selecting a procurement strategy, choosing a contractor, and deciding on a system architecture are examples of IT activities that one could easily make the mistake of doing in a vacuum. A better approach, particularly for an organization the size of the Copyright Office, is to learn from the experience of others. To facilitate this, Copyright management sought input from government and industry leaders with outside perspectives and experiences concerning large scale, complex information technology implementations. Six IT experts make up the Copyright Office Information Technology Technical Review Board (ITTRB) (see January 2003 *ReNews*). The ITTRB members have agreed to provide insight into, and timely advice on, topics including recent and relevant IT developments, best practices and lessons learned, systems development life cycle methodology and quality assurance, achievement of strategic IT objectives, optimization of IT costs, and exposure to, and containment of, IT risks.

Jeff Cole Serves as Process Coordinator

Judith Nierman

Examining Division Assistant Chief Jeff Cole is serving as coordinator for the Process front of the reengineering effort. "Process," he said, "is the actual way in which the Copyright Office does its business, including the actual steps we go through."

He is meeting biweekly with the Reengineering Coordinators Group, whose members include the coordinators of the other fronts (Facilities, Organization, and IT) of the reengineering effort, Reengineering Program Manager Julia Huff, IBM contractors, and others.

The meetings show "how closely interrelated the fronts are," Jeff said. "As a finer level of detail is defined, it becomes more and more apparent how what we do in one front affects all the other fronts. How to deal with the interrelatedness is a major challenge the group faces."

An example of this challenge, said Jeff, lies in the layout of floor space for the Copyright Office of the future, a Facilities issue. The biggest uses of floor space in the Office are for staff cubicles and offices. To do an initial layout, the designer needed to know how many people in what positions will be working in given areas, an Organization issue. Changes in Process affect space requirements as well.

According to Jeff, most of the planning on the Process front has been completed. In Phase I the CPR Team defined the six processes of the Office—Receive Mail, Maintain Accounts, Register Claims, Record Document, Answer Requests, and Acquire Deposits, to which has later been added Process Licenses. In Phase II, six Implementation Teams created detailed plans and procedures manuals.

Jeff is now busy with bridge activities, that is, those things from the current, paper-based process that will have to continue for a while after the new, electronic process begins. An example of a bridge activity is the handling of UB (unfinished business) envelopes. UB envelopes will not be needed in future electronic processing, but there will be thousands of UB envelopes representing pending cases that will continue to occupy shelf space when the new processes are implemented. The Reengineering Coordinators Group is beginning to work on plans for how to handle UB files until the last one is closed.

Pilot projects on the Process front remain to be tested. One example is to test the plan to have examiners select deposits for the Library. With training and input from Library selection officials, examiners will make selection decisions for certain deposits.

Open Process issues include how the certificates will look, how registration data will be displayed on the Internet, and how serials will be processed. Jeff will continue to work closely with the process owners, Copyright Office/Library Joint Issue Groups, and other stakeholders to resolve these and other open issues. ∎

At the first ITTRB meeting on Dec. 20, a number of specific issues were discussed, including the use of commercial off-the-shelf software (COTS) versus custom developed systems, the award of one overall contract for development and integration versus several contractors through a multiple award contract, the use of GWACs as discussed earlier, and the approach to staffing the overall IT effort. The discussion provided confirmation on the merits of using COTS and GWACs. The board members also provided valuable insight into the merit of using a single contractor for the IT work and mitigating risk through an independent verification and validation (IV&V) contract. IV&V can measure the development contractor's compliance with requirements, standards, and best practices and follow through to precise testing of the system.

The ITTRB members have agreed to meet at key decision points on the IT front, which will bring them back into the picture every 2 to 3 months. The GWAC recommendation discussed earlier is a good example of a key decision point and, in fact, will be the subject of the next meeting with the ITTRB.

The IT front of the reengineering program is rapidly coming up to speed. In addition to the procurement effort, IT coordinators Loretta Freeman and Jerry Tuben are quite busy studying the functional specifications, researching IT options, developing system development life cycle guidelines, defining workflows, and outlining Office expectations of ITS. ■

External Communications Plan Developed

The Office has developed a communications plan for external stakeholders to raise awareness of the purpose and benefits of the Copyright Office Reengineering Program within the external copyright community. The proposed communications plan will help external stakeholders understand how the redesigned environment will affect their interactions with the Office. The plan provides recommendations to implement new communication vehicles for external stakeholders and detailed tasks that contain activities, required resources, and a schedule to execute the plan.

The Office conducted a stakeholder analysis with staff in key process areas to identify external groups on which the reengineering program will have an impact. The analysis determined which groups will need to receive information about the reengineering program and when they need this information. Examples of external stakeholders include deposit account holders, document remitters, publishers, and industry groups.

The external communications plan details the activities that the Reengineering Program Office (RPO) will undertake over the next few years to get the word out about upcoming changes to the Copyright Office. The RPO will

• prepare presentations for external meetings;
• create fact sheets to document the upcoming changes, which the Office can post to the Copyright Office website;
• conduct an industry outreach meeting to provide the Office with the opportunity to communicate with its customers and collect data on their submission and transmission requirements; and
• develop informative webpages where members of the public can obtain the latest information regarding changes to the Office.

Over the next few months, the Office will develop specific messages for external stakeholders. Some information that the Office wants its stakeholders to be aware of include:

• The method to process claims will be different.
• The deposit account structure will change.
• The product to copyright customers will *not* change. ■