

*New Copyright Systems
Parameters*

Questions & Answers

*Interview with Register of
Copyrights Marybeth Peters*

Events & Milestones

RENEWALS

COPYRIGHT OFFICE

REENGINEERING UPDATE

Reengineering Work Moves Forward

Office on Schedule with Major Reengineering Effort

Since beginning an ambitious reengineering process in September 2000 to improve public services, the Copyright Office has made significant progress in defining improvements for its core business processes and mapping a comprehensive information technology strategy to support these new processes. These two major initiatives—Business Process Reengineering (BPR) and Information Technology (IT)—will reshape the Office's future and its service to owners and users of copyrighted works. This multi-year effort is well underway, with full implementation of reengineered services set for fall 2004. The reengineering work is proceeding along four fronts:

Process · The foundation of the reengineering work is the Office's redesigned public services. Options were first developed by the 12-member Copyright Process Reengineering Team, which met twice a week from September 2000 to mid-April 2001. The team evaluated current copyright work processes and defined new processes and ways of accomplishing the work. The team focused on how to reduce processing times for registration and other services, create more timely public records, improve response times for public requests, enhance the security of all copyright materials, contain operational costs, and use staff and space more efficiently. In April 2001, the Register of Copyrights approved the team's redesign options, and implementation planning began.

Out of the team's work, six principal public services were identified and new processes named. They are: Receive Mail, Maintain Accounts, Register Claim, Acquire Deposit, Answer Request, and Record Document. These processes are organized around outcomes to ensure that all activities focus on the final output to be produced.

Implementation teams for each of these six core processes were formed and met beginning in September 2001 to develop implementation plans for each process. These teams detailed process maps, reviewed current policies, and prepared draft policies as appropriate. The teams are comprised of Copyright Office staff, Library of Congress

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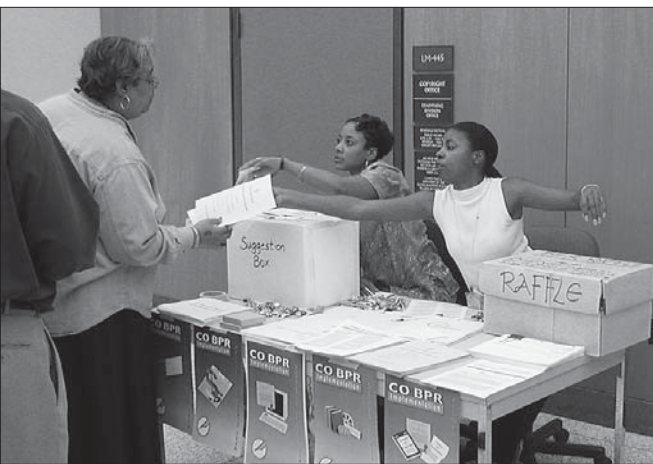


PHOTO BY CHRISTINE MINNICK

Inside

BPR team members answer questions and receive suggestions from Copyright Office staff at this April's Hallway Chat.

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Parameters for the New Copyright Systems

Mike Burke

The PricewaterhouseCoopers (PwC) team has already begun to look at possible solutions for meeting our information technology requirements. The Copyright Automation Group (CAG) staff have begun to draft a statement of work to obtain assistance with building and/or buying what is chosen to be the optimal solutions. But whether the Office builds or buys, the present expectation is that the new Office systems will be operated in the data center managed by the Library's Information Technology Systems (ITS). Therefore, the chosen solutions must be compatible with the Library's data center environment and with processing and security conventions in place at the Library.

Previously when defining a system's environment, you provided the make and model of your mainframe and its operating system, specified the programming languages supported, how much storage was available, and perhaps some standards like file naming conventions. It was relatively straightforward.

Today, as with most data centers, the Library has multiple servers of differing processing capacity, running varied operating systems, and supporting a number of data management tools and program interfaces. In addition, there is the network infrastructure that enables safe and efficient transfer of information between workstations and local and remote data sources including those available via the Internet.

The definition of such an environment is referred to as a technical reference

model (TRM). Its purpose is to comprehensively identify the set of information technology standards, services, protocols, and products that define the technical environment for building or buying systems. Documenting a TRM, particularly if done according to the National Institute of Standards and Technology (NIST) Application Portability Profile, requires knowledgeable staff, time, and procedures for maintaining it. To a large degree, the technical reference model must be prepared by those responsible for planning the platforms, services, and program and external environment interfaces. It requires resources that are much in demand here at the Library.

While the Library does not have a formal TRM, in the past few years ITS staff have prepared several documents that contain a lot of the information one would expect to see in a TRM. Using those documents and other information they have gathered thus far about our present systems and operating environment, the PwC team in conjunction with ITS and the Copyright Office will form an understanding about the existing and future environment in order to propose options for system solutions. As part of the system procurement planning, staff in the CAG will document that understanding to provide sufficient information for developers to know if they have the right products and/or the necessary skills to successfully meet Copyright Office needs. These efforts represent another step forward toward the Copyright Office of tomorrow. ■

Upcoming Events & Milestones

May

► Receive Mail and Register Claim small group meetings on procedures manual · *TBA*

► Answer Request and Record Document implementation teams present results to BPR Steering Committee · *May 29*

June

► Hallway Chat · *TBA*

► Answer Request and Record Document small group meetings on procedures manual · *TBA*

► Complete reorganization package and present to BPR Steering Committee · *June 12*

► Complete IT requirements analysis · *June 28*

ReNews Interview with Marybeth Peters

Register Says BPR Is “Right on Track”

Ruth Sievers

Register of Copyrights Marybeth Peters reiterated her enthusiasm for the reengineering of the Copyright Office in an interview with *ReNews* in early April. Hers is the first of a series of interviews of individuals who are involved in the Office’s business process reengineering (BPR).

“BPR is our opportunity to create what we would like the Copyright Office to be,” the Register said. “From the beginning this was staff created and it is still staff driven,” she emphasized.

The Register noted that the actual structure of the organization is still being determined; “Nothing is written in stone,” she said. “We expect to have a plan (for the Office’s structure) by June that we’ve all bought into.”

Asked about the schedule of BPR, which is not predicted to be completed until 2004, Peters said the Office “is right on track. Of course, there is really a lot of hard work ahead of us, a massive amount of work, but I don’t see any reason why we won’t stay on schedule.”

Queried about having to rely on other parts of the Library of Congress and the Architect of the Capitol to provide services essential to BPR’s implementation—such as classification and staff

activities and redesign of workstations—the Register said. “Hopefully that will not be an issue.” She pulled up from her computer an email response from Integrated Support Services saying that ISS could meet all the Office’s requirements in its latest request (for Fiscal Year 2004). “ISS asked ‘what are your needs’ and then told us they can meet all our targets,” she said.

Further, the Register said she discusses BPR issues regularly with General Scott and that BPR, since conception, has been part of the Office’s strategic plan. The Copyright Office has been working closely with other service units “since day one,” she said.

“Every essential part of the Library is involved with us,” she said.

Similarly, “the unions have been involved from the start. We are hoping that because they are part of the process, concerns are being raised now, and that when it comes time to negotiate impact, we shouldn’t have any surprises.”

Finally, the Register said she believes strongly that BPR will offer staff many more opportunities, more chances for cross training, more interesting work, new possibilities for promotion, and more diversity in positions.

She acknowledged that any change can be difficult, but feels that because the Copyright Office has always been service oriented, the shift to BPR may be easier to accomplish than in organizations that are more rigid. And the bottom line, she believes, is that with BPR “the Office will be a better place to work.” ■



PHOTO BY CHARLES GIBBONS

ReNews — The New Look

Julia Huff

The Office is pleased to issue the inaugural edition of *ReNews*, the new design for the Copyright Office reengineering newsletter. This newsletter brings together information about the two major initiatives in the Office—Business Process Reengineering (BPR) and Information Technology (IT).

These two initiatives have been working on separate tracks to define new processes and improvements for our core business processes and to chart a path for a comprehensive information technology strategy to support the reengineered processes. In June, these two initiatives will be merged into an integrated implementation plan for the Office's overall reengineering effort.

ReNews will be a communication tool suitable for a broader audience of staff and public interested in the reengineering project.

In August 2001 we began publication of a monthly *BPR Newsletter*. That newsletter was designed specifically for Copyright Office staff to provide timely information on the BPR implementation. The content addressed issues and concerns that the staff raised in meetings, conversations, and Hallway Chat sessions. The newsletter was used also to inform staff about upcoming events that they could attend to learn more.

Over the past few months, many people inside and outside the Office have inquired about our progress. Recognizing the need to expand our communication to a wider audience both internally and externally, a comprehensive reengineering newsletter focused on major activities seemed to be the best way to meet this need. *ReNews* will continue to inform Copyright Office staff but will also be used to inform external customers about progress on reengineering implementation.

ReNews will feature a front page article or articles to report monthly updates on the overall reengineering progress or to report a special milestone in the process. Inside articles will feature text prepared by me and others such as Mike Burke,

Chief, Copyright Automation Group and IT Coordinator, or one of the coordinators for processes, organization, or facilities efforts.

Additionally, interviews with a process owner or a process team member or members will be featured monthly with photographs as appropriate. Also included will be articles about special communications activities, such as Hallway Chat sessions or All-Hands meetings. A carry-over section from the original newsletter, Questions & Answers, will continue, and a section will be added on important upcoming events related to the implementation.

The Office will publish *ReNews* as an insert in *Copyright Notices* for staff and retirees. Individual issues of *ReNews* separate from *Copyright Notices* will be mailed or delivered to outside audiences.

I would like to thank Information and Reference Division staff Judy Nierman and Ruth Sievers, writer/editors, and Charles Gibbons, visual information specialist, for their contributions to the design and content of *ReNews*. ■

Questions and Answers

How will the new organization structure affect the jobs of current staff?

The transition to the new organization structure will require significant modifications or additions to some existing duties, although the extent to which the reorganization will affect existing jobs is not yet known. Organization Implementation Teams, comprised of Copyright Office staff, are tasked with determining the impact of the new process and new technology requirements on existing Copyright Office duties.

The Organization Team has already met with three of the process areas (Maintain Accounts, Acquire Deposit, and Register Claim) to propose division and work unit structures and to develop preliminary job roles to support the new processes. Based on the experiences with these process areas, it is anticipated that in most cases new jobs will be designed to meet new Copyright Office business requirements. New job descriptions for staff will be included in the reorganization package, which will be negotiated with the labor organizations.

The transition of staff to the new structure will be a collaborative effort between staff and management. Copyright Office staff will receive the requisite skills, training, and coaching support they need to successfully perform their jobs under the new structure.

How will the new organizational structure benefit staff?

Although the purpose of the reorganization is to align the organization's structure with its business processes, one goal of the redesign is to address current Copyright Office human resources challenges, such as career development and cross training. The redesigned structure proposes to establish career ladders and bridges wherever possible that increase opportunities for lateral and upward movement and cross training for staff.

How will the new organizational structure benefit Copyright Office customers?

The new structure will strengthen accountability for the delivery of end prod-

ucts and services to Copyright Office customers by making each division accountable for an entire process. The anticipated organization changes will help reduce bottlenecks in decision making, increase coordination between functional areas, and reduce movement of materials, thereby shortening cycle times for delivering products and services to customers. ■

Getting the Word Out

About 100 staff stopped by the April 3 Hallway Chat to hear from representatives of the Register Claim, Maintain Accounts, Receive Mail, Answer Request, and Organization Teams about the latest developments and other information relating to their respective teams. Team members answered questions, listened to ideas and suggestions for the BPR effort, and addressed concerns that staff members had about the reengineering process.

Keeping the staff informed and providing an avenue for them to share information are critical parts of this process. Periodic Hallway Chats are just one of several ways communication is ongoing with staff. Articles appear regularly in *Copyright Notices* and the Library's *Gazette*, both staff publications. A BPR Intranet site, www.loc.gov/staff/copyright, has been developed where the monthly *BPR Newsletter*, information about the six core process areas, contact information, a Frequently Asked Questions page, and other documents and presentations on the BPR effort are posted. Answers to questions posed at Hallway Chats and other Office-wide meetings are also posted on the Intranet site. In addition, the Register of Copyrights has held an "All Hands Meeting" for all staff to attend, and BPR representatives have held several division-wide meetings to discuss issues relating to a particular division.

Process implementation teams meet regularly with the BPR Steering Committee to present for review and approval draft documentation on processes and organization design. The Steering Committee is comprised of senior managers, representatives from other service units in the Library, labor organization representatives, and representatives from infrastructure areas such as Human Resources, Facility Design and Construction, and Information Technology Services. ■

[Cover Story, continued from page 1]

Library Services staff, and representatives from labor organizations. A final product of each team will be a comprehensive procedures manual detailing the steps needed for performing tasks in the redesigned processes.

As of April 2002, initial drafts of the procedures manuals for Maintain Accounts, Receive Mail, and Acquire Deposit had been completed by the implementation teams and presented to the BPR Steering Committee for review and approval. Procedures manuals for Register Claim, Answer Request, and Record Document are on schedule for completion in June 2002.

Organization · To implement the redesigned processes, major changes must occur in the organizational structure of the Copyright Office. To lead this initiative, an Organization Team of Office staff is now meeting regularly with managers, supervisors, and groups of staff who will be part of each of the new process areas to identify and document new job roles and the knowledge, skills, and abilities (KSAs) required to perform them. Also, these groups are drafting proposed organizational structures and identifying training needs to bridge the gap between current KSAs and the KSAs needed to perform in the new environment. Draft organization proposals and job roles for Maintain Accounts, Acquire Deposit, and Register Claim were completed in April 2002. All others will be completed by May 2002.

IRNEWS

REENGINEERING UPDATE

Published by the Publications Section [LM-455],
Information and Reference Division,
Copyright Office, Library of Congress

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Information Technology · Reengineered processes call for a new technology infrastructure, both hardware and software. To accomplish this, an IT Requirements Analysis is currently underway and scheduled for completion in June 2002. This analysis will provide the Office with an IT strategy that supports reengineering, lays out a plan for replacing aging systems, and expands the electronic delivery of public services.

Facilities

New processes and new information systems require reconfiguration of the Office's current space in the Madison Building. As a first step in this process, the Office completed a comprehensive baseline assessment of existing space in February 2002. Assessment of the facilities changes that will be necessary to implement all of the process and technology changes is now underway.

Cooperative Efforts

The Copyright Office has also formed partnerships with areas of the Library that rely on copyright activities. To ensure continued support of Library programs as Copyright improves its processes, Joint Issue Groups, comprised of both Copyright Office staff and staff from Library Services, have been formed. Currently groups for labeling, selecting, cataloging, and serials processing are meeting regularly to identify opportunities for mutually beneficial working arrangements.

An integrated implementation plan to be completed in June 2002 will serve as the road map for building the Office of the future. It will contain a detailed schedule leading to implementation of the reengineered services in 2004. ■

At last count...

Copyright Office staff
involved in BPR planning

475