RENEWS

COPYRIGHT OFFICE   REENGINEERING UPDATE

Register Claim Team Presents Process Recommendations

On April 24, the Register Claim Implementation Team presented process design recommendations and a draft procedures manual for the Register Claim process to the BPR Steering Committee. This marks a major milestone in the reeningeering effort. The Register Claim process is a large piece of the overall reengineering effort that includes examination, cataloging, issuing the certificate, and disposition of deposit copies.

The Register Claim Implementation Team is comprised of Copyright Office staff, Library of Congress Library Services staff, and representatives from labor organizations and was formed in September 2001. The team met twice each week to develop detailed process maps and to write a comprehensive procedures manual to document the steps that Register Claim staff will perform in their daily activities. The team met with stakeholders from the Copyright Office and Library Services. It also held small group meetings with individuals with specific area knowledge such as staff from the Deposit Copy Storage Unit and Records Management Unit regarding options for moving and storing deposits within the Office as well as in Landover and the Library of Congress. Meetings were held with representatives of the Copyright General Counsel's Office to discuss options for certificate redesign.

After 7 months of intensive work, specific recommendations to improve efficiency and timeliness in registration processing were presented to the BPR Steering Committee. Highlights of the recommendations of the Register Claim Team include:

- Create an initial public record and searchable terms in data record early in the process.
- Allow applicants to submit applications electronically and deposits in physical format.
- Assign work through electronic queues and match all imaged materials related to a claim with physical deposits via bar codes.
- Select works for LC collections during Register Claim process and keep both deposit copies destined for the Library together.
- Maximize use of preexisting bibliographic records and share the catalog record with Library Services.
- Co-locate examiners and cataloger to expedite processing, improve communications, foster cross-training, and decrease postregistration referrals.

Reengineering Will Lead to Changes in Office Organization

Julia Huff

A major result of the Copyright Office's business process reengineering (BPR) effort will be reorganization of the divisions that are affected by the reengineered processes. The proposed redesign of the processes surrounding registration, recordation, and acquisitions necessitates a change in work unit structures and job roles. The Office began this systematic redesign last October and plans to complete an overall reorganization package in June. The proposal for the organization change will be forwarded to Human Resources Services (HRS) in accordance with Library of Congress regulations.

Working with an organization specialist from PricewaterhouseCoopers, the Office asked managers and staff, including bargaining unit representatives, to serve on organization implementation teams. Each of the six teams focuses on one of the redesigned processes: *Maintain Accounts, Receive Mail, Register Claims Acquire Deposit, Answer Request*, and *Record Document*. In addition, two staff members, D'Andrea Hamn and Cindy Romanyk, are serving on a BPR Organization Team with the contractors to work with the six teams.

Each organization team meets and reviews the recommendations of the Copyright Process Reengineering Team regarding high level organization structures for each of the six process areas. The teams review, clarify, and categorize organization issues, including those that arose during the redesign process. They refine the original organization model or propose a new model, ensuring that the selected work structure will address the organization issues and the Office's mission priorities. The teams also take into account reporting relationships, managerial layers, and spans of control.

The next step in the organization design is a review of the activities required in a new process as presented in draft procedures manuals that each of the previous process implementation teams created. The organization teams will develop job roles and duties to accomplish the activities in a process. They will also identify the knowledge, skills, and abilities (KSAs) required to do the jobs.

Once this step is completed, the BPR Organization Team will compare the current staff KSAs with those required in the new job roles. The information gained from this comparison will help the BPR Organization Team to identify gaps in the KSAs and develop a broad training plan that will address those gaps. The training plan will address specific job roles, but will not be a training plan for individual staff members.

With the new job roles and KSAs in hand, job descriptions will be prepared and classified by a Library of Congress classifier, using OPM guidelines. Only then will the Copyright Office know exactly what grades will be assigned to the new job roles. The Office is working with HRS to determine how best to transition staff into the new job roles. Staff may be reassigned to similar positions or they may have to reapply for some positions, particularly any new positions that are created.

This transition information may not be available until the reorganization package has been reviewed and all the jobs have been classified. The Office will publish the information for staff when it is available and will work with staff and the labor organizations to facilitate as seamless a transition to the new jobs as possible. ∎

Organization Team Has Crucial Task

Ruth Sievers

Registration Numbering Unit Supervisor D'Andrea (Cookie) Hamm and Senior Copyright Information Specialist Oksana (Cindy) Romanyk both emphatically say they "love" what they are doing as part of the Copyright Office's business process reengineering (BPR). Together with PricewaterhouseCoopers consultants Milinda Balthrop and Cynthia Fees, Cindy and Cookie make up what is known as the BPR Organization Team.

The role of the BPR Organization Team (Org Team) is crucial, because the team is making recommendations to the Steering Committee (which is comprised of division chiefs and other senior-level managers) for how the Copyright Office will be organized when BPR is implemented.

The Org Team is responsible for developing charts representing the new organization as a whole as well as each process area, describing the job roles, determining the knowledge, skills, and abilities (KSAs) needed to do those jobs, and assessing what training will be required to enable staff to perform in the new positions.

"What we are not doing, however," explains Cookie, "is assigning grades. People ask us if they're going to get a raise, and we can't answer that. What we're looking at is designing positions that will offer job mobility and greater satisfaction, while performing the work at a more efficient level in a more technologically advanced way."

PHOTO BY CHARLES GIBBONS

Cookie Hamn (L) *and Cindy Romanyk*

"Eventually grades will be assigned," says Cindy. "But that's down the road. A classification specialist will do that."

How the Org Team is doing its job takes a bit of explaining. First of all, the team is working with many, many other people to produce its end products. And it is guided by the work of the groups that went before it, including the initial Copyright Office BPR team, which was known as the Copyright Process Reengineering Team. That group made initial recommendations regarding both the processes and the future organization of the Office.

With each of the six process areas, the Org Team either has met or will meet with each implementation group to identify issues and then to get feedback on the proposed recommendations.

"We work with each group to identify organization issues," Cindy says. "Then we use those issues to develop job design principles. For example, an issue might be that a person says 'All I do is the same task over and over, and it gets boring.' That turns into the design principle: new structure and job roles should increase opportunities to gain new and varied skills."

"All of this is done as consultatively as possible," explains Cookie, "so everyone can be heard. Consensus is the name of the game."

"As we work on developing alternative models for a particular process area, we're often engaged in pro and con debates, resulting in candid responses and, I believe, exciting results," says Cindy. "Before anything is a done deal, however, we'll go around the room and ask each participant: can you live with it?"

How Do We Get from Where We Are to Where We Want to Be?

Mike Burke

The IT (information technology) reengineering that will occur over the next several years is a major undertaking. It will involve replacing the present disparate systems, such as COINS, COPICS, imaging, and even CORDS, with a homogeneous complement of software and procedures that will be tightly coupled with the reengineered business processes.

So how does the Office make that happen? One might suggest that the Office build and/or buy everything it needs and one day just shut down the old and start up the new. That could be done, but it would carry a significant risk of failure and would not be consistent with the plans to phase in the new business processes. What the Office needs is a way to build or buy components and install them incrementally. Determining what comes first is called sequence planning.

The present systems are like tool kits. The functionality they provide represents "tools." Reading a bar code label, creating a RIP record, scanning an application, and indexing a catalog record are examples of these "tools." Creating a WordPerfect document and sending an email message are also examples of office automation "tools." Sequence planning involves studying these tools, both the existing and the planned, and determining which of the old can coexist with the new and what order of introduction would best support the move to the new business processes.

Sequence planning will affect and benefit all areas of the Office. Electronic routing and queuing of claims, correspondence, documents, fee service requests, and other work are examples of input to sequence planning. These examples will be among the fundamental components of future processing. Preliminary analysis indicates that a workflow management component that would support the routing and queuing functions could coexist with the present systems and subsume some existing functionality, such as the routing and queuing within the CORDS system. This coexistence supports an earlier rather than later implementation of a workflow management component.

Electronic payment processing through *pay.gov* is another example of a component that can enter the picture early because it can interface with the present COINS system and also adapt to replacement components as they are introduced. Functionality used later in Copyright Office processing, such as the COPICS system, could be replaced later rather than sooner. However, the planned retirement of the Library's mainframe computer (where COPICS is processed) by the end of 2004, must also be considered.

While it is not yet clear what the order of precedence should be, some paths will produce more desirable results for the Copyright Office. Analysis of the factors has already begun and will continue over the next several months as the various IT options become clearer. ∎

June *Upcoming Events*

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

► All Hands Meeting · *June 19*

► Hallway Chat · *June 19*

► Complete IT requirements analysis · *June 28*

Questions and Answers

► *Facilities Design*

Why does the Copyright Office need to redesign its facilities?

When the business process reengineering plan is fully implemented, the work in the Copyright Office will be organized differently than it is now and has been in the past. Work will flow through the Office differently. To accommodate an improved way of doing business, the Office must alter the use of existing space. Using the new business processes as the basis for work locations, the Office will need to move work stations, computers, furniture, and maybe even walls. In short, the facilities need to be redesigned.

What has already happened with regard to facilities redesign?

The Copyright Office contracted with Leo A. Daly Co., a planning, architecture, engineering, and interior design firm, to conduct a baseline space occupancy survey as Phase I of the facilities redesign project. By March 2002, Daly verified all permanent walls, floor-to-ceiling moveable walls, and the boundaries of each division or office against current drawings and corrected discrepancies. Many changes had been made over the years, but they were not captured on the floor plans kept by the Library of Congress. The Copyright Office now has online and hard copies of drawings depicting the exact floor space used by the Office as well as the exact square footage occupied by each division.

What will happen next?

Phase II of the facilities redesign project started in May with the development of a statement of work for a detailed furniture and furnishings inventory. The contractor, Leo A. Daly, is inventorying all the freestanding furniture, such as chairs, file cabinets, tables, freestanding shelving, copy machines, and system furniture (cubicles). Computers, art work, and moveable carts are not included in the Phase II inventory. The results of the inventory will position the Copyright Office to enter Phase III of the facilities redesign. In Phase III, a designer will determine the new arrangement of space and furniture to accommodate the reengineered processes. ■

GETTING THE WORD OUT

Visit the Copyright Staff Intranet — www.loc.gov/staff/copyright

The BPR Team maintains an informative Intranet site about the Copyright Office's ongoing reengineering work. The BPR Intranet site is designed specifically for Office staff. The latest version of the website was launched in October 2001 and has been updated over the past 6 months. By clicking on the BPR link at the Office Intranet site, staff can access timely information about the Office's reengineering project.

The BPR site has six main sections: the home page itself; pages for each of the new process areas; copies of the *BPR Newsletter* and *ReNews*; a collection of documents and presentations; answers to frequently asked question; and a list of contacts. ■

- Correspond with applicant one time for all information needs.
- Generate registration certificate automatically when the catalog record is complete.
- Redesign paper application to capture required information.
- Print certificate and correspondence in central print area.
- Allow applicants to check claim status via Internet.
- Box deposits on-site prior to shipment to final storage facility
- Track deposits electronically. throughout the process.

The procedures manual and its supporting documentation are organized around the desired outcomes of the process and include procedures for management and retrieval of deposits, record creation, selection, examining, cataloging, certificate production, and correspondence. Included in the appendix of the manual are design principles for a new registration application form and certificate of registration. The team also included a deposit dispatch guide, glossary of terms, and recommendations on deposit transport, shelving, and security.

The BPR Steering Committee was asked to comment on the process proposal and the manual by May 3. After a comprehensive review of all comments is completed, the team will update the manual and prepare responses to the comments. The revised manual with policy recommendations will be presented to the Register's Conference for discussion and approval.

The team also recommended the following "quick hits" to consider for prompt implementation:

- Move 2 consecutive years of applications from B-14 to the 4th floor Renewals Section (*completed*)
- Review current form and guide letters for commonalities and update with clear, consistent language (*in process*)
- Improve communication and knowledge between the examining and cataloging divisions
- Create one up-to-date, consolidated examining practice manual.
- Copy microfilm of post-1978 applications: one copy remains in B-14, and one copy goes to 4th floor Renewals Section.

The process owners are currently assigning responsibilities for these quick hits. This will involve structuring a high-level plan for implementing the recommendations and presenting the plan to the Register's Conference for approval.

In addition, the team recommended a pilot project that would permit certain large-volume remitters to submit renewal claims electronically. This pilot would be dependent on having new technology in place.

The proposed organizational design was presented to the BPR Steering Committee on May 29. ∎

Cindy and Cookie say that much of the work they do is usually not done once. "In the case of the organizational charts, we work with the initial one created by the Copyright Process Reengineering Team, and then come up with possibly one or two others. We rate them by how well they satisfy the design principles that have been agreed upon. And we look at the procedures manual that the process team has designed," says Cindy. "And those possible charts are presented to the group for them to decide what is the best."

"We may miss something," amplifies Cookie. "That's why it's so important to have the people who actually do the work on the organization working groups from each of the process areas."

Asked what they find most satisfying about their work, Cindy responds that "I'm fascinated by the idea that there is a profession that studies organization and that if they ask the right questions and get the answers, then they really can design an organization that will be more effective and where the employees will be happy."

"As a supervisor with a long history as a union rep, I love being able to now design a new and better way of working," says Cookie. "I like the chance to be in charge of change."

Change, they both say, is scary to everyone. "What we find, and we find this all across the board—it's almost a constant— is that everyone is for change except as it relates to them personally," says Cindy.

Says Cookie, "I just want people to try to think in terms of the 'to be' role; what it can mean to them, as opposed to how things are now. To look at the opportunities."

"I want people to know," says Cindy, "that this is a great opportunity to learn more if you want to, to experience different parts of the Office if you want to, to have more interesting and challenging work if you want." ∎