

*Interviews: Loretta Freeman
and Lynda Flood*

*Integrated Implementation
Plan*

Copyright Office Structure

RENEWALS

COPYRIGHT OFFICE

REENGINEERING UPDATE

Reorganization Progresses

Julia Huff

A draft reorganization proposal was completed in July and is currently being reviewed and revised before submission to Human Resources for consideration and approval. Following LCR 210-2, the Library's regulation concerning proposals for functional and organizational change, the proposal contains several major parts, including current and proposed organization charts and drafts of the proposed new position descriptions and those position descriptions requiring only pen-and-ink changes. An explanation showing the relationships of the current positions to the proposed new and changed positions will be included.

Although the proposal was presented to Register of Copyrights Marybeth Peters and the BPR Steering Committee in June, that was not a final version. Since June, a close review has been underway to address some issues that were raised by the Register, her staff, and other managers. When those issues are resolved and revisions are completed, the final proposal will be presented to the Register for approval. Small group meetings to discuss the reorganization proposal will then be scheduled.

To assist in the organization effort this coming year, the Office has hired Lynda Flood as the organization coordinator for reengineering. (See article on page 7.) Lynda has a strong background in Human Resources with an emphasis on recruitment. Her experience will be valuable in helping the Office match current staff skills with those required in the new positions. She

worked for a short time in the Library's Human Resources Directorate and is familiar with the Library's staffing and hiring procedures. Lynda will advise the Office and act as the major interface with HR on the reorganization as the implementation progresses.

One of the major tasks that must be completed this fall is a workload allocation that will help determine the number of people required to perform each job defined in the new organization. Lynda will work with the PricewaterhouseCoopers contractor on this project. One of the tools they will use to do the analysis will be the Activity Based Costing (ABC) document that was completed as part of the BPR study in 2001. The ABC study showed the times estimated to perform the as-is tasks and the to-be tasks. After using this information and consulting with each process owner, the organization

[Continues on page 5]

Reengineering Program Staff Looks at Sequence Planning of IT Components

Michael Burke

Over the next 3 years, most, if not all, of the information technology (IT) systems and automated procedures now in use in the Copyright Office will be replaced. This is necessary to achieve an integrated Copyright Office record and to best support the reengineered business processes. But it would be impracticable to one day just shut down the old and turn on the new. My article in the June 2002 issue of *ReNews* described the need for sequence planning, the study of system components, both existing and planned, and the determination of which of the old can coexist with the new and what order of introduction will best support the move to the new business processes. On Sept. 10, the Reengineering Program staff met to study the sequence planning of the IT components. (See the related article on page 4.) The focus was on IT, but not without recognition that the sequencing of objectives within each of the four fronts—process, organization, facilities, as well as IT—must also be synchronized.

Reengineering Program staff recognized that sequence planning depends on an organization's goals and priorities and, in the case of IT planning, on the implementation of needed technology. These goals, priorities, and needs are defined in the products from the BPR study and the IT requirements analysis. Next, the group discussed criteria for sequence planning, including relevance to mission, cost, level of effort, level of complexity, risk, dependencies, quick hit opportunities, external constraints, and visibility. Applying these criteria, the group assessed the various IT components defined during the requirements analysis and proposed the following order for grouping and implementing solutions.

First Grouping

The workflow management component will be the “electronic conveyor” through which digital and digitized objects will be routed through the reengineered business processes. Workflow management is a central piece and one that can be put in place and coexist with present systems while they are phased out. Put in place early, it can be used by other components such as document management and scanning as they are installed.

The document management component will benefit all parts of the Copyright Office where information is scanned, created, modified, and circulated. Its ubiquity of purpose and its tie-in with workflow management place it in the first grouping.

A major goal of BPR is to transform our limited production electronic submis-

sion system into one that can efficiently and effectively support large numbers of copyright applications and related documents. The Office will need to select a digital signature system and certificate authority that will facilitate widespread use of electronic submission. When this transformation takes place, the Office can enjoy expected productivity gains.

Coupling tools such as WordPerfect, Word, and an email system with document and workflow management is also placed in the first grouping.

Second Grouping

Making copyright records available to staff and the public is a principal responsibility of the Copyright Office. In the second wave of system implementation, the Office will begin to make new tools

[Continues on page 8]

Integrated Implementation Plan Developed

Julia Huff

As part of the BPR and Requirements Analysis contracts, PricewaterhouseCoopers has delivered an Integrated Implementation Plan (IIP) that merges the activities that will be required to complete the Copyright Office reengineering effort. This document details the scope, objectives, staffing plan, team roles and responsibilities, and schedule to implement all four reengineering fronts. The plan sets the baseline by which the Office will monitor its progress during the next few years.

The IIP is a “living” document that will be modified during the life of the project as needed to meet implementation objectives. It includes a project schedule that presents an aggressive time line showing full implementation during FY-05. This schedule gives a detailed list of tasks, dates, dependencies, and responsible parties. It is more detailed for the next 6 months, and each month it will be updated to push this detail out by at least another month. There are currently 2,300 tasks to be completed, and these tasks may double as the technology and facilities contractors add more detailed steps.

Beginning with a textual summary, the IIP describes the staffing plans, program activities, implementation options, transition requirements, training requirements, resource requirements, methodologies, and tools. More detailed appendices follow to outline the project activities and project milestones.

Several assumptions drive the implementation plan, including that the Copyright Office will have the necessary staff and resources in place to accomplish the work. Also, while it is assumed this plan serves as a guide for the reengineering effort, the Office recognizes that individual system contractors may propose different schedules and resources.

The project schedule is organized into several large sections relating to individual tasks. For example, “conduct the final analysis activities” includes defining detailed data requirements and report requirements and integrating the Joint Issue Group results. One section outlines the activities to modify the Licensing Division’s process and organization so that division can take advantage of the same benefits reengineering will bring to other parts of the Office. Another section provides tasks to identify bridge activities, those activities that will be performed on an interim basis until the roll-out of the BPR and IT implementation is complete within each division. The schedule addresses implementation of software as well as custom modules, the reorganization, and the facilities changes.

This tool will guide the Office in conducting all the activities to prepare for full implementation. Staff may view the textual plan on the BPR Intranet site at www.loc.gov/staff/copyright. ■

New Reengineering Program Staff Formed

Julia Huff

A Reengineering Program staff has recently been formed to combine the management of the business process reengineering (BPR) and information technology (IT) efforts. The formation of this group consolidates into one program the responsibility for all four fronts of the reengineering effort: process, information technology, organization, and facilities. Each of the four fronts can be distinguished as projects that comprise the larger reengineering program, but they interrelate and have inherent dependencies on one another. The staff will coordinate these four fronts using the Integrated Implementation Plan (IIP) to complete implementation of the reengineering effort. (*See the article on the development of the IIP on page 3*).

The organization chart on the facing page outlines the staffing of the Reengineering Program group. Julia Huff, as reengineering program manager, assisted by Amy Newhouse, will continue to oversee the process, organization, and facilities pieces, while Michael Burke will oversee the IT effort. Other Copyright Office staff involved are Jeff Cole, Lynda Flood, Loretta Freeman, Ginny Kass, and Jerry Tuben, who will act as coordinators to lead their respective implementation areas.

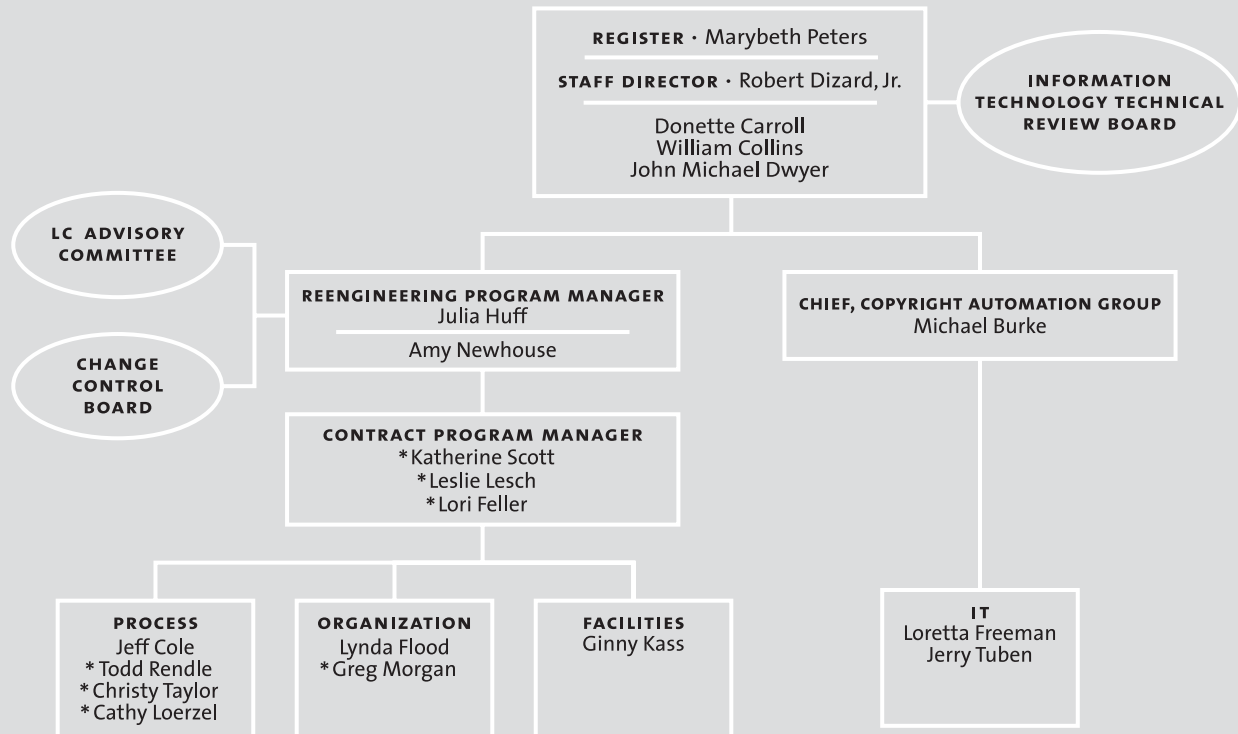
PricewaterhouseCoopers (PwC) will provide contractor expertise for the next year. Contract Program Manager Katherine Scott will be responsible for the day-to-day management of the project. She and Lori Feller, also of PwC, will work directly with Julia and senior staff to monitor the activities and provide guidance. Other returning PwC staff will lead activities to support the coordinators. Many of the Reengineering Program staff will be located in LM-438D, current location of the Short Fee area.

The staff will report to, and seek approvals from, Register of Copyrights Marybeth Peters and the Register's Conference. There will no longer be a BPR Steering Committee. However, because it continues to be important to seek input from the infrastructure units in the Library of Congress, the Office will establish an LC Advisory Committee, composed of representatives from various Library service units, infrastructure areas, and labor organizations.

A Change Control Board, co-chaired by Julia and Michael, with the coordinators as members, will address proposed changes in one specific area that could have an impact on other areas. This Board will convene as needed and will include other representatives based on the issues being addressed.

An Information Technology Technical Review Board (ITTRB), composed of four to six members from government and private industry with IT expertise, will provide independent assessments and recommendations on IT systems design and implementation. This Board will meet on a quarterly basis. November's *ReNews* will feature more information about the ITTRB. ■

REENGINEERING PROGRAM ORGANIZATION



* PwC contractors

[Cover Story, continued from page 1]

team will recommend the numbers and types of employees needed for each position. The recommendation will not be precise because the new technology will not be in place yet, but it will give an estimate that will permit the Office to move forward on the reorganization. The workload allocation will be important for staffing, and it will also be important for the space designer, who will need to know how many staff members will be located in each new division.

In addition, this fall the Office will look at the Li-

ensing Division for changes that may be required in job roles and structure when that division redesigns its processes. A decision to conduct business process reengineering for the division was made this summer. John Martin, Licensing Division Chief, is the process owner and a process team began its work on October 8th. Also, the Documents Section was unable to complete its organization proposal in May because the Office determined that, before the process can be completed, the Office needs input from those who submit and use documents. ■

IT Requirements in the 'To Be' World

Ruth Sievers

For the past 11 months, Senior Computer Systems Analyst Loretta Freeman of the Copyright Automation Group (CAG) has served as the project coordinator working with consultants PricewaterhouseCoopers (PwC). Belinda Nobles Jackson, also in CAG, assisted Loretta at various times during the project. They have been working diligently to determine the IT (information technology) requirements for the business process re-engineering of the Copyright Office.

In order to come up with an initial set of requirements, Loretta coordinated and participated in numerous meetings with PwC, the six process owners, and other staff throughout the office.



“We asked them to tell us what they need a system to do. This really meant two things: what are the things they can’t live without and then what things would be nice, but not essential, to have in a computer system,” says Loretta.

“We asked them to try not to think along the lines of what they currently do but along the lines of what they will be doing in the “to be” world of copyright. That wasn’t always the easiest thing for the process owners and staff to do. But it was important, because the new system may or may not incorporate features of the existing ones.

“People so often get into a routine way of doing things. Doing things that fall outside of, or change, that routine are not always easily accepted. Technology is constantly changing. There are better, more efficient ways to process material in the Copyright Office. Numerous commercial off-the-shelf (COTS) packages are available, and there is always the capability to develop custom software. I look forward to helping introduce some of this new technology to the office.”

Following the meetings with the process owners, Loretta and PwC came up with a list of approximately 300 IT requirements. They are what she called “high-level” requirements, meaning that “as we delve into them, we will need to drill down to more detail. For example, right now we know that we will need a new database to capture registration information. But we don’t know exactly which fields will be included in that database nor what the format will be.”

The contract with PricewaterhouseCoopers not only requires PwC to determine the IT requirements, but it includes deliverables requesting hardware and software recommendations, as well as an implementation plan. “Our next steps in the process, in a broad sense, will involve more detailed planning and choosing contractors to develop and integrate the new system,” Loretta says.

For Loretta, the work has been challenging and interesting. With 6 years in CAG, she says she already knew quite a bit about how the Copyright Office works but participating in the BPR IT meetings taught her a lot. “I wish to thank all the Copyright Office members whom I met while working on this project for their time and effort,” she says. She believes that finding a way to motivate people to accept change and communication between management and staff will be some of the biggest challenges ahead. ■

Lynda Flood Is New BPR Organization Coordinator

Judith Nierman

Lynda Flood has been hired as a temporary employee (consultant) to serve in the position of business process reengineering (BPR) organization coordinator. Lynda's job is to advise the Office during implementation of the Human Resources aspect of the Copyright Office reorganization. Lynda will report to the Reengineering Program Manager Julia Huff.

Lynda's extensive background in technical recruiting and human resources puts her in a prime position to assist the Office with transitioning staff into new and changed job roles.

Lynda exudes enthusiasm for her job. "I love IT," she says. "What excited me about this position was the chance to combine my IT and HR experience in the reengineering effort. It's a great position for someone with my background."

In her new position, Lynda will interact with the Human Resources Directorate. She will work with PricewaterhouseCoopers staff to develop a workload allocation that will help the Office determine the number of staff needed to perform each new job. Her recruitment experience will be valuable in assisting the Office to match staff to new job roles.

Lynda will implement a training plan to fill any gap in skills needed for the new jobs and will identify or develop training courses as needed.

In addition, Lynda will address the Record Document work unit structure and job roles with PricewaterhouseCoopers.

After graduating from Montgomery College in Rockville, Md., Lynda began her career in accounting for Raxco Software but soon transitioned to HR, becoming Raxco's HR manager. After a stint as a customer service agent at General Electric, Lynda became a technical recruiter for Technical Aid Corpora-

tion in Greenbelt, Md. There she worked for 6 years to recruit IT engineers for clients. She herself was recruited to work for Vector Research and Development, a communications strategy company, in Rosslyn, Va., as an IT technical recruiter. She also worked at HCL James Martin, a systems redeveloper, as HR manager and at Hewlett Packard as a contract staffing specialist. In March 1999, Lynda started her own IT staffing firm, LKA & Associates, named for herself and her children Kurt and Ashlee.

A native of the District, Lynda grew up in Silver Spring, Md. When she is not working, she likes coaching her daughter's basketball team, reading, attending plays and concerts, and engaging in outdoor activities. ■



[IT Article, continued from page 2]

available to facilitate a continuum of record access from what is available today to the broader and more up-to-date delivery of information via the Internet as much as possible.

Similarly, as more use is made of the workflow management component, managers and staff will have new tools to measure the workload and the rate at which it is being processed.

Software will be implemented to facilitate the use of credit cards to pay for Copyright Office services. Aside from the general benefit of supporting a more convenient form of payment for services, payment by credit card is viewed as a catalyst for increasing the number of electronic submissions from infrequent users.

Centralized printing will allow the Office to avoid unnecessary movement of paper products on the output side of services. Certificates, correspondence, circulars, and forms will be printed where they are processed for outgoing mail delivery.

Security for deposits and other objects is another principal responsibility of the Copyright Office. In this second grouping, the Office will put in place the components to link and track the presence of such material and to flag records for items that are not moving at expected rates.

Third Grouping

Scanning most, and perhaps all, applications, letters, documents, and other paper objects arriving in the Copyright Office will enable the workflow management conveyor system to route this material. Optical and intelligent character recognition will be implemented along with scanning to facilitate record creation. Used together, these processes will move information faster and will support improved tracking of service requests.

Copyright cataloging will be transformed into a system that can draw from workflow records, cataloging-in-publication (CIP) records, other Library records, and possibly records outside the Library to create a comprehensive and easy-to-use record with links to digital and digitized objects. The Copyright cataloging record will be compatible with other Library of Congress bibliographic databases.

Fourth Grouping

New fiscal processing will be introduced to support credit card transactions, electronic funds transfers, and deposit accounts as well as checks and cash. The new processing will interface with the Library of Congress financial system, relying to the maximum extent possible on the latter for accounting and reports.

Fiscal processing will also be facilitated by check scanning software that will capture not only information but also an image of the check. As much as possible, the check scanning software will validate the availability of funds in the respective account.

Through the integrated database created by the workflow management process, more information will be available about specific service requests, registrations, assignments, and transfers and about the workload overall. Managers and staff will have additional tools to access the information they need to carry out their jobs effectively.

Facsimile communications are now used in several parts of the Office. The Office will implement software that will reduce the need to transfer fax information to paper.

Licensing Division IT Requirements

The Reengineering Program staff also addressed the IT needs of the Licensing Division. Operating as a microcosm within the Copyright Office, the Licensing Division has most of the needs of the rest of the Office. The division's business processes and IT needs will be studied on a separate track over the next few months. Changes to this division's processes should occur generally in the same sequence and at the same time as the rest of the Copyright Office. ■

RENEWS

REENGINEERING UPDATE

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

Publications Staff

Writer/Editors · Judith Nierman, 707-6816; Ruth Sievers, 707-9168
Designer/Photographer · Charles Gibbons, 707-3313