

Interview with Victor Holmes

*Answer Request Team's
Process Recommendations*

Developing IT Solutions

Q&A: Organization Team

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REENGINEERING UPDATE

Reengineering Implementation Milestones Achieved

Julia Huff

The first phase of the BPR implementation is complete, and the work products represent an ambitious accomplishment. The six BPR process implementation teams began working in October 2001 to define the detailed processes. By June 5 all had presented their respective procedures manuals to the Steering Committee. The chart at the end of this article presents the milestones the teams achieved over the past 8 months.

Inside

Julia Huff, Robert Dizard, Jim Cole, and Mike Burke present information at June's All-Hands Meeting.

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Each procedures manual documents the steps that staff will follow in their daily activities. The manuals provide information based on the use of new technology and are intended to cover both the use of hard copy and electronic submissions. Additionally, they will serve both as a reference for the contractors who will build the new information systems and as a guide for pilot projects when the new systems are ready. The manuals, which incorporate Steering Committee comments, are available on the Copyright Office staff BPR site (www.loc.gov/staff/copyright).

On another BPR front, the BPR Organization Team, which began work in October 2001, worked with six additional teams of staff and managers to redesign the work unit structures for each process and to create the job roles that these new processes require. By June 12, the work unit structures for each process had been presented to the Steering Committee. The high-level organization proposal for the Office, which actually outlined the proposed division structure, was presented to the Steering Committee on June 12 and to the staff at an All Hands meeting on June 13. Next month's *ReNews* will feature a detailed article on the proposed organization structure.



PHOTO BY CHARLES GIBBONS

[Continues on back panel]

Work Progresses on the IT Front

Mike Burke

In the March issue of *Copyright Notices*, the functional specifications that are “deliverable 4” of the information technology (IT) requirements analysis were described. PricewaterhouseCoopers (PwC) worked diligently to present deliverable 4 to the IT Oversight Group (ITOG) the end of June. A portion of the report was provided to the ITOG members on May 23 for comment. Following the format provided with the original statement of work, PwC organized the report by logical system components, the “tools” required by the business processes, and by the events or subprocesses that require invocation of the “tools.”

The functional specifications will be the foundation for the statement of objectives for the succeeding development contracts. While they need to be compatible, the logical system components are independent pieces that will facilitate concurrent development. The prime contractor will also be responsible for integrating the components and ensuring that they work with the database and workflow management components as well as with each other.

Development of the solutions will follow generally accepted system life cycle phases. For each required process there will be an *analysis phase* during which the developer will study the findings from the requirements analysis and refine them through more detailed analysis and discovery. This will be followed by a *design phase* to match the requirements with either off-the-shelf or custom software or some combination of the two, all of which must be compatible with the Library’s data center environment. Following the design will be first the *building, buying, and /or modifying* of the software and then the *testing and implementation*.

PwC is also preparing a report of options for hardware and software solutions. The report will provide the information about the technology that is available, some already present in the Library’s data center environment, such as Oracle and Voyager, and some that would need to be purchased, such as a workflow management system. The selected options will form the technical reference model that contractors will use to propose IT solutions. ■

July Upcoming Events

- ▶ Small group meetings for each division *TBA*

Receive Mail Has Expanded Operation

Ruth Sievers

Receive Mail Process Owner Victor Holmes, assistant chief of the Receiving and Processing Division, spoke to *ReNews* about the Receive Mail process and how it might look when Business Process Reengineering (BPR) is implemented.

He offered, however, the following caveat: that, while Receive Mail was the first of the processes to begin work on its procedures manual, the manual has gone through a number of revisions, with the most recent version dated May 23.

“And I expect more changes,” he said. “Other processes are still finishing their work, and what they do can impact us.”

“A monstrous operation” is how Victor characterized Receive Mail. “It will do everything currently happening in the Receipt Analysis Control Center (RACC) and almost everything in the whole of the Materials Control (MC) Section—including certificate production, incomplete claims handling (the current ICHA), various kinds of searching, and motion picture handling—as well as temporary storage.”

Receive Mail will scan all incoming mail. Claims will be directed to scanning stations by type of material, which will be indicated on the mail address, most likely by a zip code extension.

“Except for the deposit, almost everything will be scanned up front—the check, the application, and most correspondence. An online record will be created, and that is what will go to Register Claims, plus the deposit. The check will be forwarded to Maintain Accounts,” he said. “There will be no paper applications, ex-

cept in temporary storage. If correspondence is required for a service request, scanned images will be linked and will take the place of what is now the UB, the unfinished business file.”

There also will be no short fee unit, because applications will continue to move forward, even if the fee is short. If correspondence is required later, the short fee request will be made then. Otherwise, the request will be automatically generated.

Almost all outgoing mail, including letters and reports that now are generated, for example, in the correspondence units of the Examining Division or in the Reference and Bibliography Section, will be processed in the Receive Mail print room operation. They may originate electronically in other areas, but they will be printed and processed for mailing in Receive Mail, along with the certificates of registration, which also will be electronically created. There will be no more feeding of applications into copying machines.

In the reorganization, Receive Mail will be a major part of a division called the Receipt, Analysis, and Control Division.

“The job roles have been developed to accomplish the multifaceted duties and address one of the more common concerns of most Office staff, the inability to move to different positions laterally or between divisions,” said Victor. “It’s an exciting future, and I’m confident that the new processes will be both satisfying and challenging.” ■

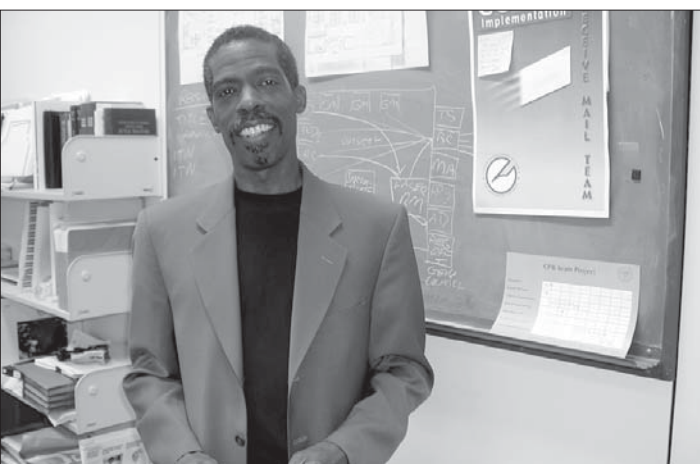


PHOTO BY CHRISTINE MINNICK

Answer Request Team Presents Process Recommendations

Another major task was completed in the reengineering effort on May 29 when the Answer Request Implementation Team presented to the Business Process Reengineering (BPR) Steering Committee the process redesign recommendations, a draft procedures manual, and a high-level organization design for the Answer Request (AR) process. The AR process includes responding to requests for information or materials, conducting bibliographic and missing element searches, preparing additional certificates, preparing certified and noncertified deposit copies, and conducting inspections of copyright materials.

Comprised of Copyright Office staff, Library of Congress Library Services staff, and representatives from labor organizations, the AR Implementation Team was formed in February 2002. The team met twice a week from February through May to develop detailed process maps and to write a comprehensive procedures manual that documents the steps AR staff will perform in their daily activities. The team met with stakeholders from the Copyright Office and Library Services to hear their concerns. After 4 months of dedicated work, the team presented its redesign recommendations at a meeting with the stakeholders, and then to the BPR Steering Committee. Highlights of the recommendations of the AR Team include:

- Operate using a paperless workflow that does not include the use of paper forms
- Allow requesters to submit service requests via the Internet
- Assign work through electronic queues and include any imaged material related to a request
- Access claim information online
- Scan AR-related requests at time of walk-in submission
- Allow the public to submit any service request from the Public Information Office (PIO) instead of having to walk to another part of the Office

In addition to outlining the specific steps staff will perform in the AR process, the procedures manual includes an appendix with design principles for a Copyright Office website where users can initiate copyright-related requests. The appendix also includes a glossary of redesign terms, a list of procedural resources, and a vision document on the new PIO.

The team also recommended “quick hits” to consider for implementation now even before the new process is fully underway. The process owner, Jim Cole, is currently assessing these quick hits. The AR Team quick hit recommendations are:

- Create an “Ask a Question About Copyright” section to the current Copyright Office website (in process)
- Consider a questions web page in the “Ask Jeeves®” model, where a member of the public can type in a question and be prompted by the website to explore a preprinted list of topics related to copyright that matches their question
- Submit all requests for stored retrieval of documents at Landover and Iron Mountain over the Internet (partially complete)
- Hold all re-files for Landover at Madison for weekly transfer of deposits (usually done on Friday)
- Gradually expand the use of email to respond to requests
- Create an online version of the telephone sheet for PIO staff to send to the Materials Control Section

Comments from the BPR Steering Committee on each of the documents presented were due on June 7. 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. ■

Staff Gathers for All-Hands Meeting

Judith Nierman

Copyright Office staff members attended an All-Hands Meeting on June 13. The meeting focused on providing an update on the status of the Business Process Reengineering (BPR) project. Staff Director Robert Dizard opened up the meeting for Register of Copyrights Marybeth Peters, who was unable to attend because she was testifying before the Committee on the Judiciary, Subcommittee on Courts, the Internet, and Intellectual Property, at a hearing on the Copyright Arbitration Royalty Panel (CARP) process. Dizard provided an update on the budget, mail, and backlog reduction efforts. BPR Project Manager Julia Huff and Information and Reference Division Chief Jim Cole provided an update on the Office's ongoing BPR project. Automation and Technical Planning Group Chief Mike Burke presented an update on the status of the information technology requirements analysis.

Staff learned that plans for design of the proposed organization are on target to be completed in the next few weeks. The proposed new Office organization features seven divisions, including three designated for registration. The proposed Registration Divisions are organized by subject matter and include the current examining and cataloging functions, with the exception of documents. These three divisions will be overseen and coordinated by a registration program director or equivalent.

The proposed Information and Records Division consists of the current Information and Reference functions within the existing sections and will include the Documents Recordation Section, which will transfer from the current Cataloging Division.

The proposed Receipt, Analysis, and Control (RAC) Division includes most activities within the current Receiving and Processing Division. The proposed RAC Division includes three sections: Accounts, In-processing, and Out-processing. Some duties of the Materials Control Section have been dispersed to other divisions.

The Copyright Acquisitions Division's work units will be Technical Processing and Acquisitions to delineate workflow clearly.

Changes are proposed not only to the division structure but also to work units and job roles within each division. The new organization will allow enhanced career opportunities through cross-training and rotational duties.

A lively question-and-answer session followed the formal presentations. The questions, and their answers, included:

What will a "team" look like in the Registration Divisions?

A team of approximately ten people will consist of a support technician, a technician, an examiner, a cataloger, possibly a registration specialist, a nonsupervisory team lead, and a supervisor.

Will tagging be moved to the 5th floor?

No. The tagging function will occur in the individual processing areas and will be included in multiple position descriptions.

When can staff see the new job descriptions?

The BPR Team is working with each division manager to review position descriptions. After review, they will be sent to a LC classifier for classification. Staff will then be provided with a copy of the position description for the job they currently occupy or the job most similar. A staff member is also entitled to a copy of a position description when applying for a posted position.

Can staff apply for positions in divisions they do not currently work in?

Yes. Staff from one division may apply for posted positions in other divisions.

What is the purpose of the Skills Assessment and Training Plan?

The BPR Organization Team conducted a Skills Gap Assessment over the past year. The team looked at the knowledge, skills, and abilities (KSAs) for current job roles and the KSAs of proposed job roles, and determined where any gaps existed. The team then designed a high-level training plan to cover these gaps. Staff will receive the skills, training, and coaching support they need to perform successfully under the new structure. ■

Questions and Answers: ► **Organization Team**

Will the Organization Team redesign supervisory and management positions?

The Organization Team redesigned most of the positions within each division, including supervisory and some managerial positions.

What does the Team mean by “bridges and career paths”?

One of the original reengineering team design principles is to increase the opportunity for staff career development. The current Copyright Office structure is functional. Consequently, staff have become “specialized” and cannot move easily into other work areas or divisions for new career opportunities. The redesign addresses this issue through position structure and cross training, thereby providing more opportunities for staff to move across work units and divisions for career development. The redesign creates a more flexible environment with opportunities for staff to move both laterally and vertically.

Since positions will change, does the Team envision that individuals will be able to acquire the skills needed?

Yes. The Organization Team has developed a high-level training plan to address any skill gaps between current knowledge, skills, and abilities (KSAs) and KSAs needed in the new organization. The Register will appoint an Organization Coordinator to develop and implement training outlined in the training plan. The training plan will not identify individual staff training needs or interests but will look at specific job positions and identify what training staff need in order to perform job duties in the new environment. ■

[Cover Story, continued from page 1]

In the ongoing organization effort, position descriptions for new positions will be drafted, and editorial changes will be made to existing position descriptions. By the end of June, these positions will be “preclassified” by a position classification specialist in Human Resources Services (HRS). During the pre-classification process, the specialist validates that the factor analysis for each job description is consistent with the major duties listed. In doing so, the proposed grade of the position is also validated. The position descriptions will then become part of a reorganization package that will be submitted to HRS for approval.

Close to 200 staff members have participated in the teams or acted as resources to help accomplish all these milestones in accordance with the BPR project schedule. This summer the Office will continue to move forward with reengineering by working toward new milestones contained in an integrated implementation plan that will address the continued implementation of the processes, organization, facilities, and technology. ■

FY-02 Activity — Process

	Team Meetings	Process Maps	Procedures Manual	Quick Hits
<i>Receive Mail</i>	July–Sept	✓	✓	✓
<i>Maintain Accounts</i>	Aug–Oct	✓	✓	✓
<i>Register Claim</i>	Oct–Apr	✓	✓	✓
<i>Acquire Deposit</i>	Oct–Jan	✓	✓	✓
<i>Answer Request (includes OSPs)</i>	Feb–May	✓	✓	✓
<i>Record Document</i>	Apr–June	✓	✓	✓

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