RENEWS

COPYRIGHT OFFICE   REENGINEERING UPDATE

Staff Gathers for All Hands Meeting

Donette Carroll and Christy Taylor

There was standing room only as Copyright Office staff members gathered at an All Hands Meeting on Oct. 29. The purpose of the meeting was to provide an update on current Office activities, including the reengineering program.

Register of Copyrights Marybeth Peters opened the meeting and provided an update on the Office budget, workload, and current legislation and policy activities. She informed staff that the Office received all the funding it requested for 2004, including $2.1 million for information technology work related to reengineering. She acknowledged that staff has made good progress on the workload and that the Office needs to continue this progress in the months ahead. Peters also took this opportunity to thank everyone for contributing fully and helping the Office accomplish the critical goal of ensuring timely and quality service to the public.

The Register then briefed the staff on current policy and international activities, including the 1201 rulemaking that was finalized on Oct. 28, peer-to-peer networks, and the database testimony and hearing. More information on these topics is available on the Copyright Office website at *www.copyright.gov*.

Next, the Register presented the Office's new seal and logo, which will be in use beginning Jan. 1, 2004. Peters displayed the certificate of registration with the new seal and explained that in the past, using just the Office's "pen in the circle" logo raised some questions, particularly with international organizations, because the logo did not have an official "U.S. government" look. The new seal will answer this concern. The logo will be used for the Office website and the print publications, such as forms, circulars, and stationery.

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Copyright Office Staff Director Robert Dizard speaks at the All Hands Meeting.

PHOTO BY CHARLES GIBBONS

Much Has Been Accomplished

The Register turned the meeting over to Staff Director Robert Dizard, who provided an update on the reengineering program. He began the presentation by informing staff that the Copyright Office Reengineering Program is proceeding on pace and that the planning phase has now progressed into implementation. The Office expects to complete the transition to the new way of doing its work, including the availability of online services, in the third quarter of Fiscal Year 2006. Dizard provided a high-level time line of the work that has been accomplished to date and the work planned for the upcoming years. Over the past 2 years, the Office has developed a new set of detailed processes from which the newly designed Copyright Office will operate. The Office now must complete the work on the organization, IT, and facilities fronts to implement the new processes. The Office needs to finalize its reorganization package, develop the new IT systems, and construct new facilities in our existing space in the Madison Building. The Office will not be able to implement the new processes until the work in the other three areas has been completed.

Dizard provided a brief update on how work in the three reengineering areas of organization, IT, and facilities is progressing. Staff learned that the organization team is developing a new organization structure and is rewriting and revising more than 135 position descriptions. After Human Resources Services (HRS) approves the reorganization, the Office will bargain impact with the unions in the beginning of Fiscal Year 2005. The organization team is also developing a detailed training plan to identify necessary skills training.

The information technology team is working with SRA International (See October issue of ReNews for information about SRA.) to develop a new integrated IT systems infrastructure. The IT team and SRA are working on a tight schedule and plan to complete the first build of their software solution at the end of December 2003.

Dizard emphasized the importance of continuing to provide public services during the transition to the new Copyright Office environment. The new facilities design will impact workflow during the entire construction period, and therefore the Office needs to complete the facilities work as quickly as possible. The Office will use its existing space on the 4th, 5th and basement levels in the Madison Building for the newly designed operating environment. The Office researched multiple options to transition facilities completely before the new process can be implemented. In all options, construction will take long enough to require that the major public services of registration, recordation, acquisition, and licensing move offsite for a limited period of time so that work can continue to be handled and so that the Office will not start new work processes with large backlogs.

Dizard concluded the presentation by emphasizing the key challenges of the reengineering program, which are timing the implementation so that the organization, IT, and facilities are completed together and continuing to provide timely public services during the transition.

A question and answer session followed the presentation. The questions and their answers follow.

Register of Copyrights Marybeth Peters speaks to the standing-room-only crowd in the Mumford Room.

Q: Will we have to reapply for our jobs at the Copyright Office? A: Generally, no. There could be a few instances where this might occur. However, Copyright Office management has said that all staff will have jobs in the new organization structure. It could be a different job requiring different skills or it could be the same job performing some different tasks and using different or new automation tools. Once the new organization structure is approved, the Office will work together with HRS to transition staff into new jobs as easily and efficiently as possible.

Q: How much training will we receive for our new positions? A: Staff will receive the requisite skills training and coaching support they need to perform successfully in their new jobs under the new structure. The Office will provide training for all new IT tools and for any changes in job requirements.

Q: Will there be a positive effect on upward mobility? A: To the extent the Office is able. Through reengineering, the Office would like to provide as many opportunities as possible for lateral and upward movement.

Q: When will the Copyright Office release the new position descriptions? A: The Reengineering Organization Team is working with each process owner to review position descriptions. After review, the position descriptions will be sent to HRS for approval. After HRS approves the reorganization, bargaining the impact with the unions will take place. The new position descriptions will be released after bargaining is completed.

Q: How will Avue play a part in applying for new jobs? A: It is uncertain if the Library will be using Avue in the future. We will have to wait to see if the Library will have another automated recruitment/staffing system in place.

Q: How long will it take to set up an off-site location for our work A: The Office will most likely use rented office space that is already set up for a work environment. However, the rented space may need to be modified to facilitate our workflow prior to move-in. Specific times for this task will be established in future planning documents.

Q: Why will it take 25 weeks for construction? A: Management also posed this question to the design engineering contractors. The Office contracted with Leo A Daly, a planning, architecture, engineering, and interior design firm, for expert assistance in the planning, design, and construction of new space. The time frame of 25 weeks is what they have projected based on their experience with projects of this scope and complexity.

Q: How will the public be affected if the Office moves offsite? A: The Office will continue to serve members of the public who walk into the Madison Building, and the Copyright Card Catalog will remain available for use. Also, the Register and some staff from the Register's Office could remain on location in the Madison Building.

Q: Will the Copyright Office assign specific resources to help with new office space

ergonomics? A: The resources/contractors hired by the Office will focus on the extensive redesign of the new facilities. Ergonomic benefits will be noticeable mostly in the new furniture and furnishings the Office plans to acquire.

Q: What furniture and furnishing will staff use at the off-site location? A: The Office hopes to rent space that is already furnished, at least to a large extent. Specific furniture and equipment needs will be determined at a later date.

An electronic version of the All Hands presentation is located on the Copyright Office intranet site at *www.loc.gov/staff/copyright.* ∎

Information Technology Technical Review Board Meets

Donette Carroll

On Oct. 30, members of the Information Technology Technical Review Board (ITTRB) were briefed on the current status of information technology (IT) reengineering activities. Staff Director Robert Dizard updated the group on the overall reengineering project. David Page from SRA International briefed the members on SRA's approach for the IT work, discussed software solutions, and reviewed the overall implementation schedule.

Michael Burke, Chief of the Copyright Automation Group and IT Project Manager, explained the Office's plan to conduct Independent Verification and Validation (IV&V) for the IT reengineering work. IV&V is the process of having an outside view and validation of major deliverables at key points to help determine and mitigate risks prior to implementation. The board members shared beneficial input from their own experiences with, and knowledge of, the IV&V process.

The board members also provided valuable insight into the IT design approach and the proposed technical solutions. They posed several questions to the Office to ensure that all areas of a large-scale IT redesign are considered and risks are monitored.

At the conclusion of the meeting, the board members expressed their very favorable impression with SRA's approach and the commitment of time and resources from both the Copyright Office and SRA. ∎

SRA Shows Screens in Seven Weeks

Michael Burke

On Oct. 21, SRA International staff conducted the first user review of their progress by demonstrating 15 basic case management screens to be used in processing fee service and other requests. The session was attended by both IT and Process Area staff from the Copyright Office.

The screens were preliminary and intended to elicit feedback from process owners and staff. Nevertheless, it was an online demonstration of the Siebel system with screens containing Copyright Office terminology and test data representative of service requests that the Office receives. The screens showed how staff will view the service requests (SRs) assigned to them. For example, these might include the Siebel system records for a bundle of claims, displayed after the bar-encoded bundle number has been scanned at the employee's workstation. The display shows a list of the claims in that bundle. Selecting a particular claim in the list results in a display of the claim record. Just a mouse click away are further displays of item-level tracking information, payments, images of scanned forms, correspondence, and pointers to related service requests.

Electronically received requests would similarly appear in an SR list. For these, a mouse click would also display the electronic deposit or document or the specifics for other types of requests.

Facilities Update

The week following the All Hands presentation, Copyright Office staff and representatives from Leo A Daly met with the Library's Integrated Support Services (ISS) and the Architect of the Capitol (AOC) to reach agreement on the proposed approach of the facilities project and the timeline for this project. Agreement was reached on the proposed one-phase construction approach, which is expected to take approximately 25 weeks to complete. Meetings have been scheduled with ISS, AOC, Daly, and the Copyright Office to discuss details required for the preparation of final engineering documents due at the end of March 2004. ■

Showing the screens gave a good sense of the notion of the electronic file folder for each service request, providing a single and well organized point of access for all the information and objects associated with the request. Using a commercially available off-the-shelf (COTS) product, the Siebel software, facilitates making this rapid progress.

SRA has planned at least eleven user reviews of their progress throughout the system development life cycle. Through these reviews, Copyright Office staff will be able to view the development of the system and provide feedback. These reviews are in addition to the many meetings with process area staff geared to understanding the Copyright Office requirements. From the first review came seven action items for SRA, thirteen questions about the screens that have already been answered, and a number of "likes" about the system. The overall reaction from those present was very positive.

The IT reengineering project is working under a very tight schedule, and progress is being made according to the project plan. Two more user reviews have been scheduled, and these will reflect what the developers have learned during the intense period of task group meetings recently held to review the requirements. ■

Copyright Office
Reengineering Program