RENEWS

COPYRIGHT OFFICE   REENGINEERING UPDATE

Librarian Approves Copyright Office Reorganization Package

Richard Neldon

The Copyright Office passed a major milestone in its reengineering project on March 3, 2007, when it received formal approval of its reorganization package from the Office of the Librarian. The Copyright Office presented its reorganization package to the Library's Human Resources Services, Office of Workforce Acquisitions (HRS), on November 20, 2006. HRS reviewed the package and forwarded a recommendation to the Office of the Librarian. Contained in three large notebooks, the package included the plan for the reorganization and 125 new position descriptions, ranging from an entry-level GS-1 work-study student position to a new senior level position as Associate Register for Registration and Recordation. This was the culmination of a six-year effort jointly performed by Copyright Office staff and management, with the help of a consulting team from IBM.

The reorganization affects staff of the Cataloging, Copyright Acquisitions, Examining, Information and Reference, and Receiving and Processing divisions. Excluded are the offices of the Register, General Counsel, Policy and International Affairs, Administrative Services, and the Copyright Technology Office. These parts of the Office are not undergoing process reengineering. Also excluded from the current package is the Licensing Division, because its reengineering effort has been postponed temporarily, pending potential revisions to the copyright law that may significantly change filing requirements. The Documents Section of the Cataloging Division is included in the reorganization only to the extent that it is

INSIDE ► *Glimpses of the new Copyright Office space taking shape grace this issue of* ReNews. *Here, construction workers install windows in one of the new workspace walls.*

being moved to the new Visual Arts and Recordation Division in the Registration and Recordation Program. Duties in the Document Section's position descriptions are not changed, pending a review of statutory requirements by the Register.

In accordance with the Register's long-standing commitment to staff, the reorganization package does not contain any proposed reductions-in-force. Also, no staff member will move to a future position at a lower grade than his or her current position. Duties in many positions will change to align with the new business processes.

Construction underway in the Madison Building reveals framing for new walls.

In preparing the reorganization plan, the Copyright Office diligently followed two directives issued by HRS. Serving as a standard approach for conducting reorganizations in the Library, these directives specify the procedures for the approval process for office reorganizations in the Library and for the implementation process once the reorganization receives the Librarian's approval.

Volume One of the reorganization plan contains the documentation required by the first directive. Included is a detailed memorandum from the Register outlining the organizational changes being recommended, the reasons for the proposed changes, the issues or problems the changes are intended to address, organizational alternatives considered and the rationale for the selected one, and how the proposal conforms to the strategic plans of the Office and the Library. Also included are the current and proposed organizational charts, current and proposed mission and function statements, staffing charts with crosswalks highlighting specific organizational changes proposed, a budget impact statement, a relocation plan, a statement regarding the impact on Office services to Congress and other Library customers, and draft copies of new and updated Library of Congress regulations resulting from the proposed organizational changes. Volumes Two and Three of the reorganization plan contain copies of the 125 proposed new and revised position descriptions.

After the reorganization package was presented to HRS, the Office began a series of information meetings with groups of staff members. Updates were given on the overall reorganization, and information about specific new positions was provided

Next Steps

After the Librarian approved the package, HRS began to classify all the new position descriptions, beginning the implementation phase of the reorganization plan. Because the Office worked closely with HRS and followed the Office of Personnel Management (OPM) classification guidelines carefully in drafting the new position descriptions, it expects

Workers install demountable walls.

the review and classification process to be completed quickly. Classification makes sure that positions properly fit into the designated organizational structure. The Office has met to discuss the reorganization with the Guild and the Employee's Union. The HRS Labor Management Relations Team led and coordinated these meetings.

The Office will be working with HRS/Office of Strategic Planning and Automation to establish new organization and budget codes in cooperation with the Office of the Chief Financial Officer (OCFO). The new codes must be entered into the WebTA, National Finance Center, and LEADS/EmpowHR databases before the effective date of the reorganization. The Office will also be working with Integrated Support Services to establish new mail codes to ensure proper delivery of internal and external office mail.

Following classification and code creation, the Office will electronically submit personnel action recommendations (PARs) for all staff being moved into new position descriptions and/or a new organizational structure. This includes about eighty-five percent of all Copyright Office staff, or approximately 430 staff out of more than 500 full-time employees. These PARs will be processed by the HRS/Office of Worklife Services/Technical Services Group who will generate hardcopy notices for all affected staff.

As soon as certain key positions were classified, the Office began posting and filling vacancies. Many are at the managerial and supervisory level, including the new Associate Register position, and division chief and assistant chief positions in the Registration and Recordation Program, as well as other supervisory positions in the Receipt Analysis and Control Division and the Information and Records Division. Most staff will transfer directly into their future positions without having to apply for them. Only a few nonsupervisory positions must be posted, in cases where the future position is at a higher grade, or part of a ladder that includes a higher grade.

Bold colors, transom windows, and new carpeting set the stage for the Office's new decor.

The reorganization package was successfully completed due to the hard work of many in Copyright Office. Much work remains to be done before final implementation targeted for August 2007. The new organization will be a key part of the Office's overall reengineering effort and will support the improved business processes to provide better and timelier public service. ∎

Facilities Renovation Reaches the Home Stretch

Virginia Kass

The Architect of the Capitol is making great progress in the renovation of Copyright Office space in the Madison Building. The reconfigured and renovated space will support the Office's new organization and reengineered processes and the goal of major improvement in public service. By February 2007, most Copyright Office employees who remained on Capitol Hill during the renovation had moved into their permanent new renovated space.

Work is on schedule to complete the remaining space in the Madison Building so employees currently working in Crystal City temporary office space can move back this summer. This will be the culmination of a multiyear collaboration among many organizations, including Leo A Daly, the architectural firm that designed the new space; the Library's Facilities, Design, and Construction Office (FD&C) that managed the project; the Architect of the Capitol, which was responsible for the construction; and Copyright Office staff and management. Many other Library offices also continue to provide key support for the project, in particular Information Technology Services (ITS) and Integrated Support Services, of which FD&C is one part. This article will highlight the major accomplishments over the past year and will describe the work that remains to be done between now and the completion of the project this summer.

Moves to Temporary Swing Space

To vacate space for the renovation, most Office employees moved to temporary swing space before moving into their final renovated spaces. In 2006, the design and construction of Capitol Hill swing space and the Crystal City offsite space were completed. Moves to the Capitol Hill locations were accomplished in April and August 2006, and to the Crystal City location in July 2006. In April and May, staff were briefed on the moves to their swing space. A new website dedicated to information about all Copyright Office moves was launched and maintained by the move management contractor, Fox Corporation.

The Licensing Division's new fifth-floor space showcases the Office's move to an open floor plan.

More than seventy-five move champions representing each division and office helped to identify division requirements and communicated with staff about how to prepare for the moves. Move champions also coordinated staff seating assignments and assisted with developing spreadsheets documenting personal computer equipment, telephones, and shared equipment to be moved.

The Copyright Acquisitions, Licensing, and Information and Reference divisions remained on Capitol Hill during the renovation of their space. The Copyright Acquisitions and Licensing divisions remained in their existing space while the Information and Reference Division relocated to temporary swing space in the Adams and Madison buildings. First to move into their temporary space in the Adams Building on April 24, 2006, were the Publications Section and the Records Management Section.

Then in early July 2006, the offices of the Register of Copyrights, General Counsel, Policy and International Affairs, Administrative Services, Copyright Technology, and the Cataloging, Examining, and Receiving and Processing divisions moved to Crystal City. All systems—computer, telephone, and security—were fully operational on July 5. This move allowed for a major Madison Building space renovation that includes the reconfiguration of offices, installation of new system furniture, upgrades to the electrical, sprinkler, voice, and data systems, and other work. Most staff will return to the Madison Building in June and early August 2007. The staff remaining in Crystal City will complete work on material already in process and return to the Madison Building some time in late September.

The view from a new office in the Copyright Technology Office

Next began a series of moves to Madison swing space. The Information and Reference Division Office, the Public Information Office, the Certifications and Documents Section, and the Reference and Bibliography Section relocated to Madison swing space on August 7, 2007. The Copyright Card Catalog, which contains more than 45 million cards dating from 1870 to 1977, as well as the Records Maintenance Unit, which houses copyright registration applications, were closed August 14–18 and reopened in new temporary quarters on August 21. Before the material could be transferred, a total of 1.7 miles of shelving was erected.

Madison Renovated Space

In February 2006, the design for the renovation of 144,000 square feet in the Madison Building was completed, and construction documents were sent to the Architect of the Capitol for pricing and developing a construction schedule. The multiphase renovation of the Madison Building space then began with preparations for procurement of demountable walls, lighting, carpeting, high-density shelving, and other preconstruction steps. Millwork for public service areas, pantries, and copy/fax rooms was reviewed with each division, with installation scheduled for mid-2007. Next, surplus furniture, system furniture, and shelving were removed. ▶

In keeping with the creativity fostered by the copyright law, the renovated space has a contemporary look, featuring subtle shades of gray interspersed with bright splashes of reds and yellows on walls and upholstered pieces. Brightly colored, modern public seating enlivens division entrances and patron spaces. The walls of some shared spaces, such as reception areas and conference rooms, are covered with textured fabric acoustical panels. The entrance to each division and the Conference Center features full-panel glass doors and pendant lighting.

Installation of new flooring

The final enhancement to the renovated space will be graphics inside each division entrance and in public areas, and the historical timeline to be located in the former exhibit area of the fourth floor corridors. Architectural/engineering contractor Leo A Daly, working with Information and Reference Division staffer Frank Evina and division representatives, is identifying collections materials unique to each area that will be imaged and then incorporated into the graphics design. Installation is expected later this fiscal year.

The Moves to Renovated Space

The Card Catalog area on the fourth floor and the former location of the Cataloging Division on the fifth floor were the first areas to showcase the new image. The moving company relocated more than 30,000 individual catalog drawers in 1,234 cabinets containing copyright registration cards, 192 cabinets of assignments, and eight microfilm cabinets. Computers, printers, and microfilm reader-printers used by the public were also moved. The Card Catalog and the Records Room were closed to the public again December 4–8, 2006. The new Copyright Public Records Reading Room, where registered users access the card catalog, the copyright registrations records, and the licensing public records, reopened on December 11. Bound application record books stored in the basement level are now delivered to researchers upon request in the Copyright Public Records Reading Room. The record books are now stored on new high-density, compact shelving. The electrically driven system, which was approved by the Safety

The new Records Research & Certification Section area awaits its occupants.

IT Update: *eCO Is Getting Closer*

Michael Burke

The Copyright Office continues to make steady progress on the major projects on the information technology (IT) reengineering front. The electronic Copyright Office—eCO—has two parts. eCO Service, the ingest and processing system built with Siebel software, continues to grow beyond the motion picture pilot and preregistration. A major release of new code was installed in the production environment in December, and Copyright Technology Office (CTO) staff are working with applicants to submit and process the first electronic claims as part of an eService pilot project. eCO Search, the Copyright Office records search system built with Voyager software, made its debut in January on the Copyright Office website with the availability of the preregistration records. The Library's Information Technology Services (ITS) continues to build the code needed to complete the conversion of 20 million Copyright Office records going back to 1978, and CTO staff are examining the results to ensure that the registrations and documents have been converted correctly.

eCO Service

In collaboration with CTO and ITS, SRA, the contractor developing eCO Service, continues to forge a system for inputting and processing copyright information. The fundamental requirements for each of the process areas have been defined and documented. Through joint application design meetings with process administrators and subject matter experts, SRA has worked through the details of the requirements and has laid out a design to satisfy the requirements. The developers are close to completing the coding and configuration of the Siebel software, and testing of the full operating capability began in March. Nevertheless, more work is yet to be done.

A contruction crew installs new shelving.

Because not everyone will submit claims electronically, the Office has decided to introduce Adobe's 2-D barcode into the application forms on the Copyright Office website. For those who elect to use paper forms and complete them online before printing them, the website forms will capture every keystroke in a barcode. Upon receipt of the paper form in the Office, the barcode will be read and the information transferred into an eCO Service request record. The use of the 2-D barcode will avoid keyboarding by staff and will offset the limitations of optical character recognition (OCR). To continue to handle paper forms not completed via the Copyright Office website (and therefore not carrying a 2-D barcode), the revised paper application forms need to be studied and necessary changes made in the OCR process.

In anticipation of receiving online service provider contacts and other documents for recordation through the electronic portal, the use of electronic signatures must be planned and incorporated in eCO Service. ▶

To enable a federated search of the Siebel and Voyager databases along with several external bibliographic databases, MasterKey from Index Data will supplant Endeavor's Discovery/Finder, which had already supplanted Endeavor's ENCompass software B, the software originally selected for this task.

eCO Service is based primarily on Siebel software but also uses several other off-the-shelf packages including Captiva for scanning, Tivoli for user validation, and ABC Upload for electronic deposit submission. Adobe's 2-D barcode software will soon be introduced as well as the federated search engine. The amalgamation of this software into a cohesive system that will meet Copyright Office needs is a challenging task and brings with it a level of complexity greater than in past or present Copyright Office systems. eCO Service has also been made fully compliant with all Library of Congress security directives.

One of the new open office configurations

Between now and August when the Office moves back to the Madison Building, we have four principal goals.

- First, we need to complete the coding and configuration of eCO Service so that it will support all Copyright Office business requirements. This is largely SRA's responsibility but requires vital contributions from Copyright Office staff members who provide subject matter expertise and feedback to the developers. In doing this work, it is important that we focus on our principal business needs. We must also keep in mind that we are working with off-the-shelf software, not building a completely custom system. Thus we must avoid adding unnecessary complexity to the system.

- Second, we must continually test the system. In any automated system, sets of conditions bring about results. A successful system is one wherein every possible set of conditions brings about the correct results. Despite noble efforts, test scripts never include all possible sets of conditions. So it is absolutely necessary to continue to exercise the test scripts to identify conditions they do not include before the system is fully implemented. Pilot projects that include a variety of claim types and services will be a major part of this effort. Pilots require cooperation and patience from participants, both inside and outside the Office, and good collaboration with the SRA team to make necessary adjustments quickly.

The new office for the Chief of the Copyright Technology Office

- Third, we must provide all staff with excellent training and a stable test environment to try the system at their own pace and to become familiar with it. The Office has purchased an adjunct piece of software called OnDemand that will facilitate extracting screen displays and processing steps from the system to produce interactive training aids and materials. A second test environment has also been established to allow users to exercise the system without interfering with development activities.

Staff move in to their new workspaces.

- Fourth and most important, we must achieve a working system. A working system is one that meets the requirements and has successfully passed the most comprehensive testing possible. The goal is to have all system functions tested and exercised in pilots by June in preparation for a July implementation. The order of testing has been and will continue to be guided by impact on the business processes. Basic claims are more than ninety percent of the Copyright Office fee service workload, and so they have been the primary focus of development and testing. During the last nine months, analysis, design, and development have been refocused on all the other fee services and the internal information needs of the Office. Implementation will also be guided by the impact on the business processes as well as the results of testing.

The Office has invited members of the public to participate in beta testing for electronic registration to begin July 2, 2007. (See *www.copyright.gov*.)

eCO Search

Intensive work continues on the development of eCO Search, the system that will provide access to Copyright Office records in the future. The eCO Search team worked very closely with ITS to define and document the problems found last year after the first full conversion of records of copyright registrations and recorded documents. A project plan was prepared by ITS, and CTO staff have provided detailed specifications and analyzed the results of the modified conversion routines. This extremely detailed work was necessary to ensure the integrity of the records.

The display of a copyright registration record has been adjusted to reflect the new record format. By mid-July, ITS expects to complete the work to achieve a fully loaded database. Also, work is proceeding on software to record the numbers of the deposit copy storage boxes and to load this information into respective registration records.

Through the Copyright Office website, one can now search the preregistration records in a Voyager database. With the cooperation of ITS, we will soon add to that database all past records of works voluntarily deposited under the mandatory deposit provisions of the copyright law. These will be suppressed from public access but will be available to staff in the Copyright Acquisitions Division and some other areas of the Office.

Staff Training for Reengineering Planned and Underway

Christy Taylor & Marykay Wallk

In summer 2006, Marykay Wallk filled the new position of Copyright Office training specialist. Before joining the Copyright Office, Wallk worked in the Library's Center for Learning and Development. She has an extensive background in the field of training and development and is enthusiastic about providing the best possible training for staff. Wallk's immediate focus is the development of detailed training plans for the Office's reengineering project. Training is critical to the project's success because all staff will need to master new skills to work with the reengineered processes and the new eCO (electronic Copyright Office) IT system.

Wallk began by reviewing the high-level training plan developed by the Reengineering Organization Team and IBM (then PWC) earlier in the project. The plan outlines a strategy, organized by job category and process area, to help staff transition to the new organization and addresses gaps between existing job skills and new requirements. Based on this plan and discussions with process owners and others in the Office, Wallk identified many courses that will provide the skills staff need for a successful transition. Training has already begun, and much more will occur between now and reengineering implementation this summer.

Copyright application books are loaded onto new high-density shelving in the basement level.

Several classes will address technical skills. To handle correspondence in eCO, staff must use Microsoft Word rather than WordPerfect, the word processing software more widely used in the Office now. Word training is available in both classroom and online versions. As of February 2007, approximately one hundred staff members had attended the classroom training. In 2005, many staff members received training in the Voyager system, which will store all registration and recordation records in the future. Refresher Voyager training is being planned.

The new eCO system runs on Siebel software, and virtually all staff will need essential Siebel training to perform their jobs successfully in the future. To facilitate this training, the Office will use OnDemand software, a training tool to ensure that staff members become proficient in the Siebel system. OnDemand will be used in both a classroom setting and as a self-paced learning environment at an individual's desk. With three different learning modes, users can watch simulations, practice in a simulated

The new reception area greets visitors to the Licensing Division Office.

Since October 2005, a major cross-training effort has been underway to prepare examiners and catalogers to become registration specialists. In the future, specialists will both examine and prepare public records for registration claims. At first, both examiners and catalogers were cross-trained in each other's duties. When the Office decided to make a major change in the structure of its public records, the cataloging training for examiners was suspended. Training in the new public record rules will be provided for examiners, catalogers, and technicians when the rules are finalized.

environment, and test their knowledge to ensure that they are competent in the new system. OnDemand also generates user guides and instructors' manuals. The Office will use a train-the-trainer approach for Siebel training. SRA has trained some staff members to become trainers, who will in turn train remaining staff.

The Office offered a course entitled "Finding Common Ground: Strategies for Improved Communication." This mandatory course was developed to help prepare the Office's dynamic organization to respond effectively to conflict and to work together as a team. Feedback received from those who attended was very positive.

The Office will also offer training in the new business processes and writing. The Library's Center for Learning and Development offered courses in résumé writing and applying for jobs in AVUE.

Training will not end with the implementation of reengineering this summer. The Office is committed to a robust, ongoing training effort to maintain a work-force that can meet whatever challenges lie ahead. ∎

A view into one of the new workstations

Work also continues on building the path to migrate records routinely from eCO Service to eCO Search on a daily basis. This has required a precise mapping of the data fields between eCO Service and eCO Search for every type of copyright record.

The Short-Term and Long-Term Outlook

We are striving to achieve a working system, as defined earlier, in production by July. To do so, system implementation must be well thought out and well managed. eCO Service and eCO Search will be unlike the present Copyright Office systems. The look and feel will be quite different. Once we successfully adapt to these differences, we will find that eCO Service and eCO Search have significant advantages over our current disparate IT systems.

The implementation of eCO, like that of any new IT system of this scale, will present many challenges. We must accept that, at first, the system may not always perform as expected. But based on our experience with present and past Copyright Office systems, we have never encountered a problem that we could not resolve. The same will be true for eCO.

Development will not end in July. As we use eCO Service and eCO Search we will find opportunities to improve the systems, and we will make those improvements. ■

Services Office, is controlled down the length of the carriage in each aisle by photoelectric beams, which will detect items just above floor level. When the beam is broken, the carriage movement is stopped. SpaceSaver, the manufacturer of the product, trained staff responsible for using the system.

The Licensing Division and the Copyright Acquisitions Division relocated to their renovated space on the fifth floor in mid-December. Next to move were the Information and Reference Division Office, the Certifications and Documents Section, and the Reference and Bibliography Section in mid-January. The Public Information Office reopened to the public on January 16, 2007. In early February, the Records Management Section joined the Records Maintenance Unit on the basement level.

Renovation of the Copyright Technology Office and the Copyright Knowledge Center, also located on the fifth floor, is near completion. To support the divisions that have already moved to renovated space, a small group from the Copyright Technology Office moved to the renovated space in March. Some of the Knowledge Center rooms were made available for Copyright Office staff in late February.

The renovation of the remaining fourth floor space is proceeding on schedule. Hearings formerly held in the CARP Hearing Room resumed in June in the new Copyright Hearing Room. Staff in the Offices of the Register, General Counsel, and Policy and International Affairs are expected to move back to Capitol Hill in early June 2007.

In early August 2007, some staff from the divisions that process registrations and recordations will return to Capitol Hill. Renovation of the Receipt, Analysis, and Control Division and the Registration and Recordation Program areas is almost complete. Scheduling the remaining moves back from Crystal City is dependent on the completion of material in process there.

As with the planning and preparation for the initial moves to swing space, the return and "reunification" of all the elements and staff of the Copyright Office present a daunting set of challenges, including not just a single move back from Crystal City, but a series of moves. Crystal City staff will again need to readjust their commuting plans. There will be a period of adjustment in the renovated space with new workflow patterns and procedures in place. The transition period will not be easy, but as the Copyright Office settles into a smooth routine in its renovated space, the organizational, technological, and process improvements envisioned years ago will begin a new era of efficiency and productivity. ■