

ISSUE 18  
AUGUST 2004

*Designing Consolidated  
Registration Forms*

*Upcoming Events*

*Questions & Answers*

# RENEWALS

**COPYRIGHT OFFICE**

**REENGINEERING UPDATE**

## Ensuring a Secure and Reliable System

**Mike Burke**

When the Copyright Office implements the new system infrastructure, it will be using tools that are tightly coupled with the business processes. If the systems or the data were to become unavailable, the Office would not be able to function in a normal mode, and it would lose the efficiencies made possible by the new infrastructure. Beyond having systems that work well, it is crucial that we have a system infrastructure that is reliable, available, and secure.

Just as we studied and documented the information processing requirements, we are now studying and documenting the security requirements, many of which are already satisfied through the COTS (commercial off-the-shelf) packages such as Siebel and Voyager, through the system design, and through the security measures in place in the Information Technology Services (ITS) data center.

In the first stage of the security analysis, the requirements for availability, integrity, and confidentiality of the information, will be studied and a level of sensitivity assigned to each.

- **Availability.** The security analysis considers the impact of not having the system and/or data available over a range of time. How would that impact the Office? How would it impact our users? What length of unavailability could be

tolerated before alternate processes would be invoked? What would those alternate processes be?

- **Integrity.** The security analysis considers the impact of not having complete and accurate data. The Copyright Office is an office of public record. This alone sets a standard we must maintain, and it determines how we structure the system and how we ingest and maintain the data files.
- **Confidentiality.** Here the security analysis considers the respect for the privacy of information given to us by those using Copyright Office services. Much of the information we collect is for public use, but not all of it. Who will have access to what data? The answers to these and similar questions will guide the assessment of risk of failure in any of the categories.

[Continues on back panel]

# Creating a Consolidated Form for Copyright Registration Applications

**Jeannine Panzera and Christy Taylor**

A group led by Examining Division Chief Nanette Petruzelli was formed in January 2004 to redesign and consolidate the approximately 15 different forms that are currently used to register the various classes of works. The charge of the group was to design a single consolidated application form. The group worked to create an all-purpose registration form that can be used to register individual works, including a contribution to a collective work as well as published and unpublished collections. Members of the group include Jeff Cole (Examining), Melissa Dadant (R&P), Jim Enzinna (I&R), Cindy Lisec (I&R), Donna Robson (Cataloging), Christy Taylor (IBM), and Jim Vassar (Examining).

The consolidated form consists of two pages (front and back) instead of one. The form uses individual character boxes in which the applicant prints registration information. These boxes are in a green drop-out print color that is visible to the human eye but is removed during the scanning process. The presence of the individual character boxes increases the success rate of Optical Character Recognition (OCR), the technology that will be used to apply pattern-matching methods to character shapes that are read by a scanner to determine the character that the shapes represent.

The Office will continue to use a separate registration form for renewals registration as well as for works restored to copyright under the URAA (Uruguay Round Agreements Act), mask works, vessel hulls, group registrations, and serials. The group also recommended eliminating Form SR for sound recordings since registration for sound recording authorship requires the same information as registration for all other classes of works.

In a meeting held in mid July, the group presented the proposed application form to the Register of Copyrights and the Copyright General Counsel for their feedback on the recommended changes to, and design of, the copyright application form. The new application was met with general approval.

Much planning and work have gone into developing the new application to ensure an easier, more comprehensive way to register all classes of works. With steady development toward a digital registration system, the Office hopes that a majority of the registrations will begin to be completed online. Filing a registration online will include benefits such as the ability to check the status of the claim, an easier form to complete, and built-in help features. The Office is also considering other incentives such as a lower registration fee for online submissions.

The Office plans to seek public feedback on both the format and content of the newly designed application form. The application group will continue to refine the consolidated application form and incorporate any comments received from the public. A final draft will be prepared and forwarded to all affected areas for review. ■

# What You've Wanted to Know

The Reengineering Program Office (RPO) established an email address for staff to send questions or ideas about the Reengineering Program. All questions receive a reply. Periodically, the RPO will print the questions and answers in *ReNews*. The questions received to date follow with their replies.

## ***What is the purpose of the Reengineering Program Management Office?***

The Office reorganized management of the reengineering and IT efforts under a single program office to be managed jointly. The joint management serves to consolidate responsibility for, and direction of, all four fronts of the reengineering effort—process, organization, information technology, and facilities.

## ***How will the new organization structure benefit Copyright Office customers?***

The new organization structure will place an entire process in one division, which will expedite delivery of end products and services to customers. The anticipated organization changes will increase coordination between functional areas and reduce movement of materials, thereby shortening cycle times for delivering products and services to customers.

## ***How will the new organization structure benefit staff?***

Although the purpose of the reorganization is to align the organization's structure with its business processes, one goal of the redesign is to address Copyright Office human resources challenges, such as career development and cross training. The aim of the new organization structure is to be more efficient, eliminate duplicative efforts, provide as many opportunities as possible for lateral and upward movement, and allow the Office to deploy staff to respond to workload fluctuations as they occur.

## ***How will the Copyright Office's new organization structure affect the jobs of the current staff?***

The Copyright Office's transition to the new organization structure will require modifications or additions to existing duties. The Organization Implementation Team is tasked with determining the impact of the new BPR (Business Process Reengineering) and new technology requirements on existing duties, and will design new jobs to meet those requirements. New position descriptions for staff will be included in the reorganization package. Staff will receive the requisite skills training and coaching support they need to perform their jobs successfully under the new structure.

***What is the difference between a quick hit and a pilot project?***

During the process implementation team meetings, the groups identified potential changes in the current processes. Changes that are feasible for the current work of the process area are called quick hits. A quick hit can be implemented right away to improve the process. Once a quick hit is identified, the process owner receives notification and decides whether to approve the change. If approved, the quick hit is implemented prior to full implementation of the new processes.

A pilot project is a slice of the end result of the improved process tested for effectiveness. In a pilot project, results of the trial run are measured, and based on the results the final process can be tweaked for improvement.

***Do you plan to implement telecommuting as a part of the new technology? Is any part of the IT budget for telecommuting?***

We have not considered telecommuting as part of the Reengineering Program. Telecommuting costs are not included in the reengineering budget. However, as the Office implements new technology, telecommuting may become more feasible.

***Will catalogers/examiners be assigned to one team, or will the examiners be on separate teams, just housed in the same office?***

Teams will be mixed and include both catalogers/examiners.

***Will seniority take precedence in seating arrangements, or will seating be ordered in some other fashion?***

Seating arrangement/assignments have not yet been discussed. This will likely come up in our bargaining sessions with the unions.

***Will the new cubicles be larger [in the Registration Division] or the same size as the current cubicles?***

Many of the existing cubicles in the Examining Division are 56 sq. ft. and in Cataloging Division, 42 sq. ft. The new cubicles will be larger—approximately 79 sq. ft. The spine panel is 66" high and the side panels are 54" high.

***What are the exact dimensions of the walls and work space for regular examiners in VA? Will there be some work surfaces (tables or counters) in VA where we can spread out oversize deposits such as architectural works, technical drawings, and fabrics that are regularly examined in VA but that are too big for our cubicle spaces?***

Most of the regular examiners have nonstandard workstations so it is difficult to calculate the walls and work space. There are several areas in the new space plan where oversize deposits can be spread out at the receiving staging area, the file/work room, the dispatch area, the deposits secure room, the consult room, and an open work area. Also, with the use of overhead storage bins for nonwork items, staff will have more usable work surface space at their new workstations to handle large deposits.

***Will there be room for an extra chair in the cubicle for training/consultation purposes?***

No. Chairs may be borrowed from general work areas for short-term use, but there is not space for a chair to be located permanently in cubicles. However, a rolling pedestal (file cabinet) cube will include a cushioned seat and will be tucked under a work surface and used for seating as well as storage.

[Continues on next panel]

[Q&A, continued from previous panel]

**Will senior examiners have the same cubicles as other examiners?**

Yes.

**Why do the cubicle walls have to be of glass/plexiglass? There will be a noise factor if the cubicle walls are not padded. We all speak to remitters on the phone, and this could be a problem.**

Glass/plexiglass will not be used for cubicle walls. Cubicle walls will be padded with added sound-proofing.

**Will the placement of computers be the same for each examiner?**

Placement of computers has not been finalized. Mock-up workstations Copyright Office will be installed in the CARP area (LM-414) in late July/early August with a couple of different options for location of computers and keyboards. These mock-ups and the feedback we receive from staff

will help us assess the types and location of keyboards and computers.

**Will lighting be better under BPR?**

Yes. Goals of the new space design include providing light fixtures with a lense to diffuse the light and switches

to turn off selected lights. Workstations will have task lighting located in the storage bins above the desk. The new wall color and the use of glass panels will soften the lights, and more open space will allow for maximum utilization of existing windows.

**Staff are most interested in the new job descriptions. When will this information be available?**

The RPO is currently undergoing the lengthy process to create, revise, and otherwise prepare approximately 200 job descriptions for the reorganization package. Officially, they cannot be released until they are reviewed and approved by the Register of Copyrights and then classified by Human Resources Services. Based on our current time line for completion, this should all be finished by the end of the calendar year.

**Where do the administrative assistants and secretaries fall in the plan of BPR?**

As with all the Office's process areas, the support areas for the Administrative Office and each division will undergo an exercise in the next several months to determine their roles in the reengineered environment. The Reengineering Program Office (RPO) will form a team of representatives to include administrative officers from the Administrative Office and division assistants/secretaries. The team will then work through the as-is and to-be processes to determine possible process efficiencies and identify organizational impacts. The RPO will keep staff informed of the progress of the group through *ReNews*, *ReNews Lite*, and the reengineering Intranet site.

**The transition team consists of representatives from each division of the Office that will participate in the pilot. Who are the members?**

The transition team members are listed below. In addition, the group brings in staff from other division areas as appropriate for specific meetings.

- *Mike Burke, Chief, Copyright Automation Group and IT Program Manager (IT Front)*
- *Jeff Cole, Copyright Office Examining Division and RPO Team (Process Front)*
- *Loretta Freeman, Copyright Automation Group and RPO Team (IT Front)*

[Continues on back panel]

## Upcoming Events

### ► August

Workstation prototypes will be set up in the CARP Hearing Room.  
(Dates and times will be announced.) ■

[Q&A, continued from previous panel]

- *Victor Holmes, Receipt, Analysis, and Control Center, Receiving and Processing Division*
- *Julia Huff, Acting Chief Operating Officer, Reengineering Program Manager*
- *Virginia Kass, Copyright Office Security Officer and RPO Team (Facilities Front)*
- *Richard Neldon, Copyright Office Admin. Office and RPO Team (Organization Front)*
- *Jewel Player, Copyright Acquisitions Division*
- *Joanna Roussis, Copyright Cataloging Division*
- *Jerry Tuben, Copyright Automation Group and RPO Team (IT Front)*
- *Luke Beatty, IT Reengineering Team (SRA)*
- *David Page, IT Reengineering Team (SRA)*
- *Katherine Scott, RPO Team (IBM)*
- *Roland Scott, IT Reengineering Team (Transition Lead) (SRA)*
- *Betsy Steele, General Services Administration—FEDSIM*
- *Christy Taylor, RPO Team (IBM)*

**Why aren't catalogers involved in selection if examiners and catalogers are merging?**

The goal with the selection pilot is to test the process of having the Copyright Office make routine selection decisions, and not to test the organizational implications of the merge of examining and cataloging. If the Office's and Library's senior management determines that the selection pilot was successful, the process of making selection decisions will be built into the cross-training program of examining and cataloging. The selection pilot is expected to end next March and results will be shared with staff via *ReNews*, *ReNews Lite*, and the reengineering Intranet site.

Please continue to email your questions or comments to [rpo@loc.gov](mailto:rpo@loc.gov) ■

[System, continued from page 1]

The new system will have many components. The data center that houses the servers, the network and the workstation equipment that allow us to access the system, the software and programs that affect the processing of the data, and the data files that hold the information records, scanned images, and deposits are all integral pieces of the system infrastructure. These components will be assessed to determine the level of risk to availability, integrity, and confidentiality in light of the management, operational, and technical controls planned for effective use of the system. Controls will include providing for redundancy of the hardware and software, backing up for all system and data files, documenting the system architecture, configuration, and settings. Control measures will also include system administration and user authentication procedures, information access rules, and training and instructions for users.

During the next 4 months, a system security plan will be prepared that will document the security and risk assessment and assure that the system is ready for the first pilot in November. The security plan will be updated as additional functionality is added in later stages of the pilot. The contractor selected for independent verification and validation (see June *ReNews*) will prepare a draft security assessment report in October 2005 and a final report in April 2006. ■



**ReNews Reengineering Update**

A publication of the U.S. Copyright Office  
Printed by the Publications Section [LM-455],  
Information and Reference Division, Copyright Office,  
Library of Congress