

Interview with John Martin

*Putting New Technology
in Place*

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REENGINEERING UPDATE

Introducing the ITTRB and the LC Advisory Committee

Julia Huff

The Copyright Office program management structure for the reengineering implementation includes two support organizations, the Information Technology Technical Review Board (ITTRB) and the Library of Congress (LC) Advisory Committee. The ITTRB is an external body, and the LC Advisory Committee is composed of internal staff.

Inside

Register of Copyrights Marybeth Peters addresses staff at December's All Hands Meeting.

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The Copyright Office established the ITTRB to gain outside perspectives and hear experiences concerning large-scale, complex information technology (IT) implementations. The Copyright Office will provide the ITTRB with deliverables and presentations that outline the Office's strategy for IT implementation. In turn, the ITTRB will provide expert insight into, and timely advice on, topics such as:

- relevance of the latest IT developments, best practices, and lessons learned from a business perspective
- application of system development life cycle (SDLC) methodology and quality assurance methods
- achievement of strategic IT
- optimization of IT costs
- exposure to, and containment of, IT risks

The ITTRB is composed of six members with significant experience in government and private industry. Copyright Office Staff Director Robert Dizard will serve as the chair. The external members are:

- Robert Anderson, Deputy Commissioner for Trademark Operations, Patent and Trademark Office



PHOTO BY CHARLES GIBBONS

[Continues on back panel]

Putting New Technology in Place: *How Do We Make IT Happen?*

Michael Burke

One of the four fronts of the reengineering program is information technology (IT). Success in reengineering the business processes requires the simultaneous implementation of the supporting IT systems. No doubt exists that this is a big job, requiring more staff resources than are presently available in either the Copyright Office or Information Technology Services, the Library's central IT development group. But the Copyright Office does have a funding plan that will support additional contract resources to accomplish the development, configuration, customization, and integration of new hardware and software to improve delivery of copyright services.

A goal of the reengineering program is to complete the IT work in 3 years. This is ambitious but not impossible if we can bring together the right skills and experience at the time when they are needed. Reengineering program staff considered several procurement options, including single award, multiple award, and government-wide agency contracts. Some of the criteria being used to select an option include access to needed skills and experience, pricing methods consistent with the specificity of requirements, staff time required for contract administration, and assignment of tasks at manageable and measurable levels.

A single award contract would concentrate responsibility in one provider. This approach matches the criteria, but could carry the risk of not providing particular skills and experience when needed. It is unlikely that any one contractor would have all the skills and experience needed for all the IT requirements. Acquiring them through subcontracting or hiring could add cost and time to the schedule and introduces a variable that could impact the quality of the product. The integrated implementation plan calls for concurrent tasking to meet the target dates. A single award contract might be constrained in flexibility to expand and contract assigned resources as needed.

A multiple award contract would spread responsibility among several providers. This approach also matches the criteria. It would allow focusing on the particular skills and experience needed and would provide good control of task size and task pricing. It would provide access to a number of sources. The cost side of the flexibility and control is the additional time required for contract management and administration. With limited staff resources, this could be a burden that could endanger overall progress.

The third possible avenue is the use of government-wide agency contracts (GWACs). GWACs are multiple award contracts established by large federal government agencies for products and services in particular fields, such as IT. To optimize use of the pool of providers, other agencies are allowed to write task orders under the GWAC. This extends needed skills and experience to other agencies with minimal procurement processing. The host agency charges the user agency a fee, which could vary from 1 percent to 20 percent, depending on the degree to which the host agency manages and administers the contract. Of the three possible approaches, this one seems to have the most benefits for what the Office needs done, while tapping into the procurement expertise of a large agency.

The Office has identified several agencies providing GWAC services. We have arranged briefings by these agencies to determine if this is a workable approach and to find out how the Office selects contractors from the pool with the skills and experience needed to build, configure, and integrate the systems needed to support the new business processes. ■

Licensing Division Joins BPR

Ruth Sievers

In December, ReNews talked to Licensing Division Chief John Martin about why the Licensing Division only recently joined the Copyright Office's Business Process Reengineering (BPR), instead of when BPR originally began.

Realizing the potential benefits that the Office's reengineering work has identified for its other public services, the Office decided that the Licensing Division should undergo the same reengineering process. Additionally, since changes to the Office's IT system will be so extensive, it only seemed logical that reengineering was an opportunity for the needs of the Licensing Division to be identified as part of these new IT systems.

"We originally thought that Licensing could take advantage of whatever benefits were identified through BPR. We thought we could sort of pick and choose what we wanted," said John. "One of our goals is to start accepting electronic filings, and since I am a member of the ITOG, the information technology oversight group, I was keeping up on what seemed most relevant to Licensing."

However, John said, the Office came to realize that as the tasks are identified for transition to the to-be Copyright Office, it would be beneficial for Licensing to be included from the beginning. Otherwise, he said, they might be second guessing how the Licensing Division would fit in at a later date.

"We wanted to develop our plans on a parallel track, and not a collision course," said John. "If we went out on our own, say in developing our plans for electronic filings, there was the possibility that our plans would clash with the rest of the Office's. We realized that the infrastructure needs to be in place, and then if necessary, it can be modified to accommodate our needs."

The Licensing Division joined BPR near the end of the last fiscal year. Its process team began meeting twice a week in September 2002. It has followed the same process as the other groups, looking at how things exist now and how they can be improved in the to-be world. The division's three sections—Licensing Information, Fiscal, and Examining—are represented, along with the Guild and Union. John is not a regular member of the group, but he sits in occasionally or chats with the members. He said the team is nearing the end of its work.

John said he doesn't expect that the Licensing process is going to change dramatically. "We're already a product line, and our staff are already located close to one another in the process. We certainly want to begin accepting filings electronically (the division has been accepting electronic payments for years), but other than that, I don't anticipate any big changes."

"We do see it as a time of opportunity, for the chance to work better," he said. ■



PHOTO BY HELEN HESTER-OSSA

Staff Gathers for All Hands Meeting

Copyright Office staff members turned out for an All Hands Meeting on Dec. 3, where they were briefed on the reengineering program and current activities of the Office.

Register of Copyrights Marybeth Peters opened the meeting by acknowledging that 2002 was a challenging year. She thanked the staff for their continued hard work in meeting new challenges. She also took the opportunity to wish everyone a happy holiday season.

The Register then briefed the staff on current legislative, regulatory, and international activities. She explained aspects of the Technology, Education, and Copyright Harmonization (TEACH) Act, which promotes digital distance education and was enacted into law on Nov. 2, 2002. She provided background on the webcasting issue and described the Small Webcasters Settlement Act of 2002, which amends the copyright law with respect to the statutory licenses for webcasting. This bill was signed by the President on Dec. 4, 2002.

Peters described the Office's involvement in the section 1201 rulemaking on exemptions from prohibitions on circumvention of technological measures that control access to copyrighted works. This rulemaking proceeding began at the end of November 2002 and will conclude in October 2003.

Next, the Register summarized the recent argument before the Supreme Court on the issue of the constitutionality of copyright term extension, and provided a brief outline of the latest International Copyright Institute training program that took place Nov. 18-22, 2002, in the Office with representatives from 18 different countries.

She then turned to operational matters and briefed the staff on the latest status of the 2003 budget and the current status of mail processing. She reiterated that the Office is currently operating under a Continuing Resolution through Jan. 11, 2003, and thus must be careful about spending in order to continue to protect salaries and benefits and keep the work going. She reported that the Office is continuing to work on a backlog of held mail. She thanked the staff of the Receipt Analysis and Control Center for all their efforts to work off the backlog and keep the amount of mail on hand manageable. She also announced that as of Dec. 2, all mail, including special mode mail, is being screened at an off-site facility in Capital Heights, Md.

Reengineering Program Manager Julia Huff provided an update on emergency response actions that are completed or underway. She showed the staff one of the emergency lanterns recently obtained and distributed to various areas of the operating divisions and offices and described the Library's efforts to investigate the purchase of personal emergency kits. In addition, she announced that the Library has purchased individual escape hood respirators that will filter out chemical and biological material and is deciding how to store and distribute them.

Julia then gave an overview on the status of the facilities, organization, and process areas of the reengineering effort. She stated that much work has been accomplished and reengineering has moved from the planning/design phase to the implementation phase. Staff will begin to see much more activity in the months ahead as the Office begins to pilot new processes, finalize the organization structure, and begin assessment and redesign of space. Reengineering is moving on pace with full implementation scheduled in 2005.

Automation and Technical Planning Group Chief Mike Burke described the current activities on the IT front of the reengineering effort, including the Office's decision on a procurement strategy that will involve multiple award contracts. Burke outlined some of the principal software recommendations to support process activities. He also provided an update on the status of current operating systems, including CORDS, CIS, and COINS. ■

Facilities Design Update

Ginny Kass

In early December, a Project Plan for the redesign of Copyright Office space was completed. The Project Plan includes three major tasks: a work space needs assessment, space planning, and the preparation of construction documents. Division and office management are completing their assessments of the space each work area will need under the proposed workplace reorganization plan. Completed questionnaires will identify new adjacencies, and space needs for personnel, meetings, support and other special requirements such as bridge activities. This information will be compiled to create a proposed Adjacency Diagram and a plan for swing space where staff will temporarily relocate while new space is being prepared. An Adjacency Diagram is the arrangement of different groups in relation to each other. Following approval of the Adjacency Diagram, the total space needed within each division/office will be determined. This first task is expected to be completed in April.

In the second task, Space Planning, a detailed Blocking Diagram, will be developed to identify and delineate the locations and relationships of each division/office of the Copyright Office over three floors (4th, 5th, and basement). The Blocking Diagram will also include space specifications for system furniture (cubicles), desks, cabinets, shelving, parking space for carts and hampers, tables, photocopiers, appliances, mail processing equipment, etc. The anticipated completion date of this task is August.

The third major task, preparation of the Construction Documents, is expected to be completed in December. The Construction Documents consist of the written, graphic and pictorial documents prepared or assembled for describing the design, location and physical characteristics of the elements of the project. This important phase will require the involvement of all Library stakeholders: Facility Services, Safety Services, Information Technology Services, Architect of the Capitol, Logistics Services, and Office of Security. Elements of concern include life-safety issues, such as fire walls, smoke barriers, alarms, exit pathways, etc.; structural requirements including air supply, ductwork, sprinklers, electrical modifications, HVAC system design modifications, etc.; information technology including voice and data telecommunications and monument and cable installation; security concerns such as duress alarms, electronic card readers, and closed-circuit television, etc.

The actual construction of the new office space is now planned to start in calendar year 2004. ■

Radio Interview with Marybeth Peters

Over the past year, WJFK FM 106.7 has been conducting a series of radio interviews with outstanding government leaders. In early October the guest speaker was Register of Copyrights Marybeth Peters. The Register spoke about her career, the innovation of the Copyright Office management issues, and the future of the Copyright Office. Listen to the interview or read the full text transcript online by following these directions:

- 1 Go to www.businessofgovernment.com.
- 2 Click *The Business of Government Hour Interviews*.
- 3 Enter the Register's name in the search field.
- 4 Click *Career Overview* to begin listening.

► **Questions and Answers**

Can the Office put together a directory of terms used by Copyright Office staff?

An Information Technology Oversight Group (ITOG) glossary subcommittee was formed last year to create the *Glossary of Copyright Terms*. The subcommittee was chaired by Carol Kilroy and considered over 650 terms for inclusion in the glossary. The committee defined 308 copyright terms that are important to business processes and data of the Office. The *Glossary* is in the final review stages and will be completed and distributed early next year. The glossary will be available in both hard copy and on the Copyright Office Intranet site at www.loc.gov/staff/copyright.

Who is doing the facilities design work?

The Office contracted with Leo A. Daly Co., a planning, architecture, engineering, and interior design firm, to conduct a baseline space occupancy survey as Phase I of the facilities design project. Daly verified permanent walls, floor-to-ceiling moveable walls, and the boundaries of each division or office against current drawings and corrected any discrepancies. Daly personnel will work closely with Ginny Kass, the Copyright Office facilities coordinator. [See *facilities article at left.*] ■

[Cover Story, continued from page 1]

- Gina Garza, Director of Business Systems Planning (BSP), IRSs Wage and Investment Operating Division
- Franklin Reeder, Chairman of the Center for Internet Security, Chair of the National Computer Systems Security and Privacy Advisory Board of the National Institute of Standards and Technology (NIST), and a contributing editor to Government Executive magazine
- Edward Springer, retired, formerly the Office of Management and Budget (OMB) lead staff for developing policy and overseeing Federal computer security activities
- Robert Veeder, president and founder of The Privacy Advocates, formerly led the Information Policy Branch of the Office of Information and Regulatory Affairs at OMB
- Joel C. Willemsen, Managing Director of Information Technology Issues, U.S. General Accounting Office

The first ITTRB meeting was held on December 20, 2002. The Board will meet throughout the reengineering implementation.

The LC Advisory Committee serves a function similar to that of the BPR Steering Committee, which was active in the reengineering planning phase. The LC Advisory Committee continues the cooperative efforts that were so successful during the redesign/implementation phase. The Copyright Office will communicate support needs and progress to this group and will seek its advice on important matters that arise during implementation of the new copyright processes. The committee is comprised of Library of Congress staff members from the infrastructure units, the labor organizations, and Library Services. Reengineering Program Manager Julia Huff will chair the meetings, which will also be attended by members of the Reengineering Program Office. The group met in October 2002 and will meet every 2 months as needed.

Members of the LC Advisory Board include:

- Rosemary Brawner, AFSCME Local 2477
- Jim Duda, Integrated Support Services (ISS), Facilities, Design, and Construction (FD&C)
- Beth Dulabahn, Office of Strategic Initiatives (OSI)
- Judy Fischer, Office of the Inspector General (OIG)
- Peter Galley, Human Resource Services (HRS), Labor Relations Office (LRO)
- Jane Mandelbaum, OSI/Information Technology Services (ITS)
- Judy Mansfield, Library Services (LS)
- Francine Maté, AFSCME Local 2910
- Towanda McLeod, HRS ■

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