
*Staff Participate in Change
Management Training*

*New Facilities Project Manager
Tony Ramis*

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REENGINEERING UPDATE

An Update on the IT Front

Mike Burke

By the time you read this, Pilot 1 will be in production, and we will be experiencing our first use of Siebel for motion picture claims. The final round of system testing is underway, and staff are using the production environment for the final check to see that the system is meeting the requirements. The system user's guide and the system administrator's guide are ready and look very good. User training has been completed.

The IV&V contractor, CNSI, has completed security testing and evaluation using the recently completed System Security Plan. A team of system security experts from IBM and Software Performance Systems has met weekly from early December until February to define, assess, and document the system security requirements and to conduct a risk assessment. Through their tireless effort and their in-depth expertise, the security team has applied due diligence in assisting the Copyright Office to ensure that proper safeguards and controls will be in place to protect the system and the information. The collaboration of the team, including staff from Copyright, IBM, SRA, SPS, and CNSI, was outstanding and resulted in a successful and on-time completion of the security certification and accreditation process.

Pilot 1 is just that, a pilot. It will be the first "in production" use of the Siebel system, and we have to expect that there will be some rough spots, particularly at the outset. Direct users of the system may need extra patience as we encounter places where the "system synapses" are not quite together. We will learn a lot from the pilot, and a lot about Siebel, a lot about how it has been configured for the Copyright Office, a lot about the reengineered business processes. This experience will be fed back into the software builds for Pilots 2 and 3 and the Final Operating Capability and will ultimately lead us to a refined full production system in 2006.

Concurrent with all the activity surrounding Pilot 1, SRA has been meeting with process owners and other key staff to

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Tony Ramis Is New Facilities Project Manager

Donette Carroll

The Copyright Office is delighted to welcome Anthony (Tony) Ramis as the project manager for the facilities reengineering project. Tony started at the Library on Nov. 15, 2004. His job is a big one—to serve as the focal point among the Copyright Office, Facility Design and Construction (FD&C), the Architect of the Capitol, Safety Services, Information Technology Services (ITS,) Office of Security and Emergency Preparedness, and any contractors for the entire facilities project for reengineering. Tony reports directly to the chief of FD&C, Charon Ware, but works in close coordination with Copyright Office staff, including Jeff Cole, Julia Huff, Ginny Kass, and other members of the Reengineering Program Office. Tony has an extensive background in project management and has worked as a manager of mechanical, electrical, and plumbing engineering teams overseeing major projects.

As a project manager, Tony develops and maintains the master schedule for the facilities project. He is coordinating the separate design schedules for the mechanical engineering work, sprinkler work, security design, and architectural design. He is also coordinating the offsite move, including procuring the lease space, negotiating the contract, developing renovation plans, including all mechanical engineering, security, and safety issues.

ReNews asked Tony about his background and how the Copyright Office facilities project compares to other projects on which he has worked.

ReNews: *Tell us about your project management experience.*

Tony: I have been in the building design and construction field since early 1983, when I started working for the National Institutes of Health (NIH) in the Design and Construction Branch as a mechanical engineer intern.

During my career, I have worked on a number of projects in various capacities.

I managed the mechanical and plumbing engineering design team for the Ronald Reagan Building and Comcast Arena at the University of Maryland.

I also managed the mechanical, electrical, and plumbing engineering design team for the University of Maryland's Shady Grove campus, for a psychiatric hospital in Butner, N.C. and another in Essex, N.J., for an instrumentation lab at Boston University, and for the aquatic center expansion at George Mason University.

ReNews: *How does the Copyright Office project compare to others you have worked on? Are there unique aspects of this project as compared to other projects that you have worked on?*

Tony: The Copyright Office Reengineering Project consists of changes to the way the Copyright Office operates and how the work process flows within the different divisions. To complete the project, the existing building needs to be modified to support this new workflow configuration. This requires the renovation of approximately 144,000 square feet of space. The renovation includes revisions to partitions, furniture layout, and support systems, such as electrical power, lights, voice, data, security, fire sprinklers, and air conditioning.

From a design and construction standpoint, someone not familiar with the project would think that the reengineering renovation project is a typical “tenant fit out” project—that is, a project to equip the building for the needs of the specific occupant. What is unique about this project is the complexity of the design and construction process required in the Madison Building.

In addition, this project includes a number of challenges that are not common in the typical office space. For example, many workstations in the Copyright Office include several pieces of equipment, such as multiple computers and monitors, televisions, tape players, and scanners. This equipment requires that the electrical system in the building be able to support higher electrical demands than the typical office environment.

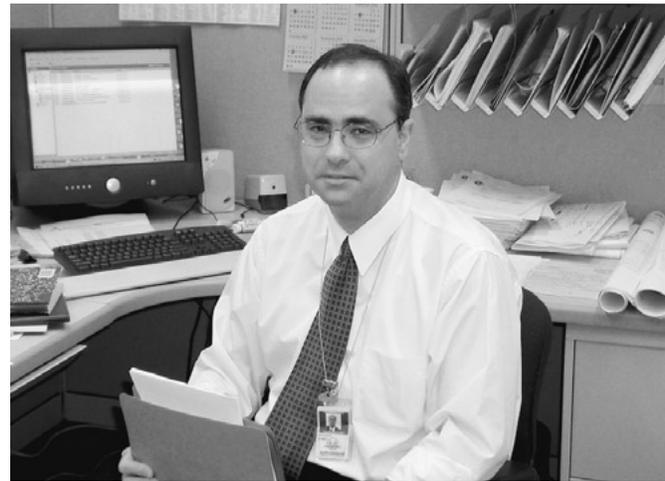
The reengineering project impacts many parts of the workflow in the Copyright Office. This requires changing most components in the entire process at one

time and presents a time schedule challenge. To meet this requirement, the entire Copyright Office needs to be relocated temporarily while the space in the Madison Building is modified to accommodate the new workflow configuration. Temporarily relocating an entire organization while their space is being renovated is not the norm, but it is necessary in this case. Relocation presents another challenge in that temporary space needs to be found that will accommodate all existing functions. However, this temporary space needs to be renovated before the relocation can take place.

Space leases are usually for 5 to 10 years. It is not common to lease 100,000 sq. ft. for a single year. This limits the number of places to relocate the Copyright Office temporarily. Most building owners would not even consider such a short-term arrangement.

ReNews: *What do you see as the major challenges on this project?*

Tony: Every project has a unique set of parameters and requirements. These requirements are usually related to one of three categories: scope, budget, or schedule. In this project, the most critical challenge is the construction time schedule, which is very aggressive. This project includes many steps with specific timetables. If any of these steps are to be delayed, the steps that follow will be impacted. ■



[IT Front, continued from page 1]

glean more details about the requirements for Pilot 2, scheduled for implementation this summer. Pilot 2 will build upon the capability of Pilot 1, adding functionality for Maintain Accounts, including the interface with Pay.gov; electronic fee service requests, including bulk submissions (eService); entry of catalog records into Voyager via Siebel; and selected functionality for Answer Request. While the breadth of functionality will expand, the volume of work handled will be kept at a manageable size as the Office continues to learn from the pilot processing. Motion picture work will continue, and work in other classes may be added for electronic claims. Remitters who are presently using the CORDS system are excellent candidates for eService during pilot processing.

Last November, following up on the spring 2004 preliminary analysis, SRA began presenting their understanding of the Copyright Pilot 2 requirements in scoping documents oriented toward Maintain Accounts, Answer Request, eService, and cataloging. The purpose of the scoping documents is to have a foundation around which to capture the details to begin the software build and to come to agreement with process owners and reengineering program managers about what is and is not in scope for Pilot 2. Regular meetings have been held to discuss the details. SRA will soon have sufficient information to build a model for early usability testing. Using their spiral methodology, SRA plans to have several iterations of the test system for process owners and users to review. The plan is to build quickly and modify in smaller time spirals to achieve earlier user acceptance.

As we embark on this first leg of an exciting IT journey in the Copyright Office, I want to thank all of the Copyright Office staff who shared their time and expertise during the analysis, design, and testing of the pilot system. It could not have been done without you. ■

Staff Participate in Change Management Training

Christy Taylor

On Jan. 17, Copyright Office staff who participate in the Motion Picture pilot attended change management training. Approximately 30 staff members completed the 3-hour training workshop, delivered by Leslie Lesch from IBM. The training focused on preparing the staff for the change that comes not only with the Motion Picture pilot but also with the reengineering effort as a whole. The training has several objectives including identifying historical factors for change, understanding the emotional responses to change, identifying resistance to change, and promoting the success of change.

During the training, each participant was asked to think about past Copyright Office projects and identify those that were successful and less than successful. The group discussed reasons for the success or lack of success for the project and will remain aware of these reasons throughout the reengineering effort. The group discussed the upcoming changes and focused on ways to address the changes.

Participants also identified what they are most concerned about regarding the reengineering program. The top concerns included moving to a temporary offsite location, new job duties and positions, receiving adequate and timely training, IT system workability and reliability, management expectations of production targets, and public outreach on the changes that the Office will undergo. It is important for staff and management to recognize these concerns and mitigate them to provide a smooth transition.

This training was the first step in preparing staff for the changes the Office will face with reengineering. Staff will receive additional communications and system training. ■

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