

*Deputy Librarian Briefed  
on Training Plan*

*FEDSIM to Manage  
IT Procurement*

# RENEWS

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REENGINEERING UPDATE

## ReNews Interview with Robert Dizard

# An Assessment of Reengineering to Date

Ruth Sievers

After 2 years of activity, the Copyright Office has reached midway in its efforts to transform itself for the 21st century. *ReNews* recently met with Copyright Office Staff Director Robert Dizard on the status of the Copyright Office reengineering program to date.

“Over the past 6 months we’ve been very much involved in the details on all four fronts—that is with facilities, IT (information technology), organization, and process—in moving from the concept/planning phases into work that gets us into the questions of the actual implementation,” Dizard said.

This work, he emphasized, is very specific and complex. No longer is the Office looking only at a broad picture; now it is dealing with nuts and bolts issues.

As one example, Dizard noted that “on the organization front we are looking at every single PD (position description) in the new environment. We’re also determining what training will be needed for each individual.”

The challenges are substantial. “One challenge is how to coordinate all four fronts at once. How do we schedule implementation? We cannot do it sequentially over a long period of time.” For instance, he said, we cannot have the new processes implemented before the new IT systems are functional.

And how does the Office introduce change while continuing to provide public service? Facilities updating is a particular challenge.

“The change in facilities is dramatic,” said Dizard. “Is it possible to take one group of staff away from the current work space and have them perform while the space is reconfigured and still keep the overall work process going? That’s just one example of what we are looking at now. We’ve asked Leo Daly, the architectural firm we’ve contracted with to help in this, to lay out our options as to how to make the transition as short as possible.”

[Continues on back panel]



PHOTO BY CHARLES GIBBONS

# Copyright Office Selects FEDSIM to Manage IT Procurement

Michael Burke

After careful study of several Government-wide Agency Contracts (GWACs) and with input from outside advisers, the Copyright Office has selected the Federal Systems Integration and Management Center (FEDSIM) of GSA (Government Services Administration) to manage the procurement of contract resources to develop the new IT systems. FEDSIM is a part of the Federal Technology Service and offers a number of management services, including technical guidance, budget and schedule tracking, invoice certification, acquisition strategies, and award and administration of contractor task orders. FEDSIM has many years of experience as host agency for several GWACs.

In addition to evaluating FEDSIM as the contracting channel, the Reengineering Program staff looked carefully at two principal IT development contracts, Millennium and Millennium Lite. Millennium is designed specifically for large information technology integration projects, some into the hundreds of millions of dollars. Millennium Lite is designed for IT projects of moderate size, but still provides highly skilled, responsible contractors for systems development, commercial off-the-shelf (COTS) configuration, Web-enabled applications, workflow management, imaging, and other IT requirements. From a technology perspective, both contracts are viable alternatives. After comparing the cost to use each of these vehicles and the scope of work required to achieve Copyright Office objectives, Millennium Lite appears to offer the best value for the Office and will probably produce a higher number of responses from interested contractors.

Reengineering Program staff are now working with FEDSIM to draw up the interagency agreement, finalize the statement of objectives, and prepare a schedule of events leading to the award of task orders to a specific contractor. The key events include:

- Issuing a draft Statement of Objectives (SOO) for industry comment
- Briefing a group of interested contractors
- Due diligence period to afford competitors an opportunity to understand the requirements and prepare a best solution
- Issuing the SOO to the GWAC vendors
- Receiving proposed statements of work from offerors
- Oral presentations by offerors
- Technical evaluation of offers
- Negotiation and award

Overall time to award is expected to be about 13 weeks.

The contract will be performance-based, meaning that in the SOO, the Office will describe the results sought rather than the methods to achieve those results. Offerors will propose specific solutions for achieving the results and will provide statements of work defining how the solutions will be developed and implemented. ■

# Deputy Librarian Briefed on Reengineering Training Plan

**Donette Carroll**

As part of the Library's effort to understand each service unit's long-range training needs, Register of Copyrights Marybeth Peters was asked to brief the Deputy Librarian of Congress on Copyright Office mission-critical training. The Register, along with Robert Dizard, Julia Huff, and Donette Carroll, provided a detailed presentation on April 2 of the Office's training plan and needs for reengineering.

Huff explained that new processes, new job roles, and new technology would require training for most Copyright Office staff. She also described the Office's high-level training plan that was prepared by PwC (now IBM) contractors in July 2002. The purpose of the high-level training plan is to identify the courses the Office needs to develop and deliver in the new environment. To understand and define training needs better, the Office considered the effects of new business processes, reorganization, and new technology on existing positions. The Office conducted a skills gap analysis that compared knowledge, skills, and abilities (KSAs) in existing positions to the KSAs identified as part of the to-be job roles. This comparison enabled the Office to document and analyze the skills gaps by process area and position.

The skills gap analysis revealed that, while many current skills will transfer to the new job roles, training will need to occur throughout the implementation phase and to continue after implementation. For example, most staff will need training in change management, on-the-job training on the specific KSAs new to the job roles, and training on the new IT systems that support the new processes.

Change management training, designed to help staff understand and manage a complex change effort, will begin this summer. Courses in customer service, team building, and facilitating change are part of change management training. Also beginning this summer, the Office will finalize the training approach for each process area. In the fall, the Office will develop the training template that it will use as the basis for each process area and will begin to draft training materials for the process-specific training, including training curriculum, course descriptions, work instructions, reference guides, job aids, and training manuals for instructors and users.

Starting in January 2004, the Office plans to deliver some pilot classes and to train trainers. An evaluation of the pilot classes will help measure the effectiveness of the curriculum. Changes will be made to the curriculum based on feedback from participants. The Office will then deliver user training to staff in each process area based on the training prototypes. After training is completed, the Office will develop tools to provide continuous support to trainers and users. Tools the Office may consider include online procedures manuals, additional and follow-up train-the-trainer sessions, and refresher courses that are video-, audio-, and computer-based. The Office will need to coordinate training development and delivery with the implementation of new IT systems. This coordination may cause some adjustments to the dates identified in this article.

To have the capability of meeting the Office's training needs on a continuing basis, the Copyright Office will create a full-time permanent position of Training Coordinator. The Training Coordinator will design and teach courses tailored to meet Office needs, and identify training necessary to maximize cross-training and staff development opportunities. ■

[Dizard, continued from page 1]

IT is moving ahead at a good rate, and Dizard believes the Office will have a contract with an IT provider in hand by this autumn for implementation of an Office-wide system. “We’ve really done a lot of work that will be valuable to the contractor doing the job. The contractor won’t have to start from scratch.”

Within the next several weeks the Office will have a “statement of objectives” for the contract. Interested bidders, selected through the General Services Administrations’s GWAC (government-wide area contract), will then respond with a statement of work, telling the Office specifically how they would perform the job.

Utilizing a GWAC, said Dizard, gives the Office both IT expertise and contract management for the length of the contract.

In the process area, Licensing has successfully completed its work (see last issue of *ReNews*). Originally, Licensing was not one of the process areas being reengineered; including the division is only logical, especially because Licensing’s work is so well suited to be conducted exclusively online. “It’s much better to include Licensing from the beginning than to try to retrofit these requirements after we’ve designed our IT system,” he said.

The overriding reason the Office is engaged in reengineering is to improve our public service, said Dizard. “Timeliness is the principle reason; it is our driving force. The other imperative is to provide some of our basic services online. These have been our consistent objectives throughout.

“I think we’ve kept the momentum going. What is happening now, as I’ve said, is very detail oriented and being done in smaller groups, and so the movement is not always obvious.”

Dizard has been most encouraged by the fact that the Office has not been distracted by other events from reengineering. “We’ve continually been able to show progress, and that’s happened because the Register and the senior leadership have given it a high priority and because staff members have been key participants,” he said.

“We’re also grateful for the interest and recognition the Library has given and the understanding of its importance to both the Copyright Office and the Library.”

Dizard noted that one of the Library’s major new strategic objectives is the collection and preservation of digital works. “The Copyright Office can be a major acquisition source; reengineering will help us do that, and the Library recognizes that,” he said.

The major external factor that will affect reengineering is budget—the availability of resources. “Up to this point, we’ve funded reengineering largely out of base funds. IT will require new resources. For FY 04, we’re asking for 2.1 million in new funds. How the IT estimates come out will determine what we need in FY 05,” he said.

“In the past 2 years we’ve made both Congress and the Library aware of our needs and objectives and that reengineering will require new resources. So far, we’ve received significant support from both,” he said.

An internal factor affecting reengineering is the ability of the staff to continue its work to eliminate the backlog created by the anthrax scare and then to get to the point where the Office can consistently handle work in a timely manner. “We cannot implement reengineering with backlogs,” Dizard stressed. He said the Office had made lot of progress in the past 2 years in reducing processing times, and he expected it to improve even more.

“Our ability to be viewed as conscientious and dedicated in our public services is critical to the Register’s ability to obtain appropriations from Congress and to advance the Office’s programs. If we don’t seem to be performing well today, then how can we receive Congress’ confidence that we are doing the right things in our reengineering program and will perform better in a new environment? We need to continually demonstrate to Congress that we have good management and a dedicated staff.”

Every individual’s effort impacts the Office as a whole, he said. ■

  **Copyright Office  
Reengineering Program**

**ReNews Reengineering Update**

Published by the Publications Section [LM-455].

Information and Reference Division, Copyright Office, Library of Congress

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