

*Reengineering Program Office  
Holds Planning Sessions*

*IT Picture Coming into Focus*

*Facilities Support*

*Reengineering Timeline*

# RENEWS

COPYRIGHT OFFICE

REENGINEERING UPDATE

## Organization Update

Julia Huff

Donette Carroll, Julia Huff, and Rick Neldon are working as an organization team to prepare the reorganization package for the reengineering effort. Their work involves sorting out the details of the proposed new structure of the divisions and revising the position descriptions that were drafted by PricewaterhouseCoopers (PwC) over a year ago. At that time, PwC consultants held sessions with the process owners and the Business Process Reengineering (BPR) organization teams to review and discuss the proposed organization and job roles for each division.

The work that the organization team is doing now requires looking at the proposals to assure consistency in certain job duties across the divisions, incorporating information technology (IT) requirements, and assuring that the position descriptions are in line with the Office of Personnel Management (OPM) guidelines for each job series.

The team's strategy is to develop accurate common position descriptions across each division. This means reviewing every position description prepared by PwC and revising them based on OPM series requirements and input from process owners. Once the team completes drafts for a division, they meet with the process owner to go over each position description,

answer any questions, and get feedback. The team has completed most of the work on the Receive Mail, Maintain Accounts, Register Claims, and Answer Requests position descriptions. Next, they will be working on the Record Documents, Process Licenses, and Acquire Deposit position descriptions.

The greatest challenges for the team have been to combine the positions for the present Examining Division and Cataloging Division jobs and the Certification and Documents Section with Reference and Bibliography Section jobs. Once all divisions are completed, the team will conduct a final comprehensive review of every position description to ensure consistency in duty statements and format.

### Inside

*Participants at the January reengineering planning session.*

► **Story on page 2**



[Continues on back panel]

# IT Picture Coming into Focus

Michael Burke

David Page and his team from SRA International have been vigorously working on deepening their knowledge of Copyright Office requirements and matching the requirements with the functions of the Siebel, Endeavor, and Captiva software. Through the team's efforts, three major milestones have been achieved.

Following many meetings with the process area task groups, the team was able to clarify and consolidate the system requirements and add some that had not been specifically included. The resulting refined set of requirements has since been reviewed by reengineering managers and staff and will be presented to the Change Control Board for their review and approval. While still at a high level of specificity, the refined requirements will form boundaries that will allow measurable testing of the new systems infrastructure.

Knowing more about the Office requirements and finalizing some decisions about the specific hardware and software enabled SRA to complete a major revision to the System Design Document. Version 2.0, consisting of 2 volumes, was delivered on Dec. 19, 2003, and now contains more than 300 pages of specifics on how the new systems infrastructure will be built. Included are more details about the system functions, such as case management, workflow, deposit copy tracking, correspondence, scanning, electronic submissions, fee processing, and optical character recognition. The data elements are also presented, including how they will be organized in tables and how they relate to software modules. Volume 2 contains 84 pages of specifics and illustrations about the Siebel screens.

SRA's original project plan called for an initial operating capability by September 2004. This would have covered all the requirements except for the interface with the Library's new financial management system. The final operating capability was scheduled for September 2005. This date would result in the new systems infrastructure being available well before the new facilities.

In December 2003, SRA proposed a revision of the schedule that would stretch their efforts over a longer period by not increasing staff as they had planned for 2004. By keeping the project staffing at about 12, SRA could bring the final operating capability in line with the move into the new facilities scheduled for April 2006, but still provide the system for a full pilot using motion pictures starting in September of this year. The Office would incur no additional cost in this replanning, but would be assured of a team of project staff to facilitate the system implementation. The Copyright Office approved the replanning, and SRA submitted Version 2 of their Project Management Plan reflecting this adjustment, among other refinements.

We are very fortunate to have an excellent team of contract and Office staff managing and carrying out the IT reengineering. Through their diligent efforts, the path to achieving our goal to provide better service is becoming more clear day by day. ■

# Facilities Support

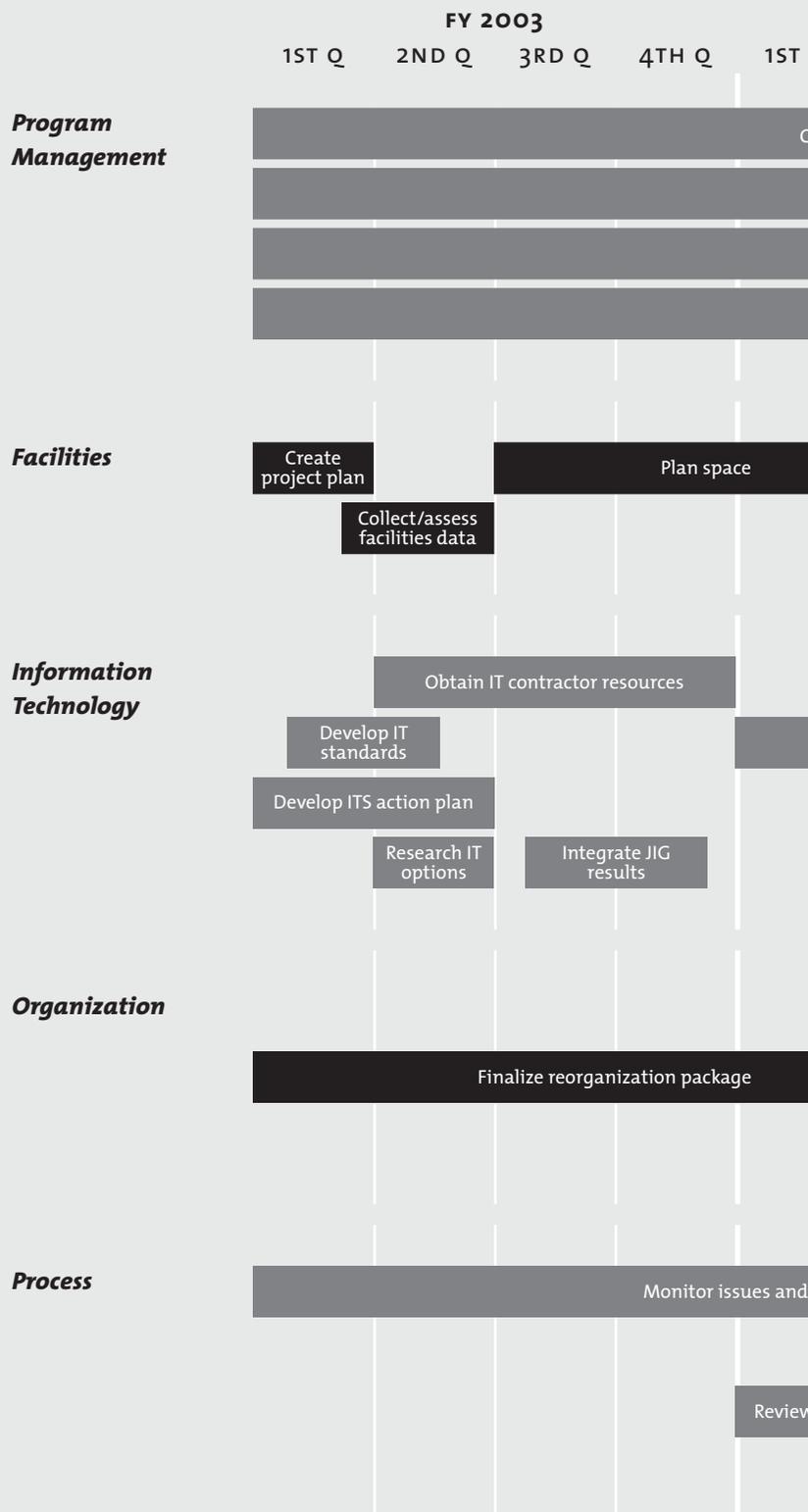
**Ginny Kass**

The Copyright Office has begun working with Joseph (Joe) Briggs and Elaine Kim from the Library's Facility, Design, and Construction section on the Business Process Reengineering (BPR) facilities effort. The two will work directly with Ginny Kass to coordinate a number of activities. They will first receive an overview of the current and proposed Copyright Office organization and processes, and a briefing on the space redesign process. Then, along with Safety Services, the Architect of the Capitol, Information Technology Services, and the Office of Security, they will review the space plan, construction documents, and furniture selection and specifications developed by the Leo A Daly Company.

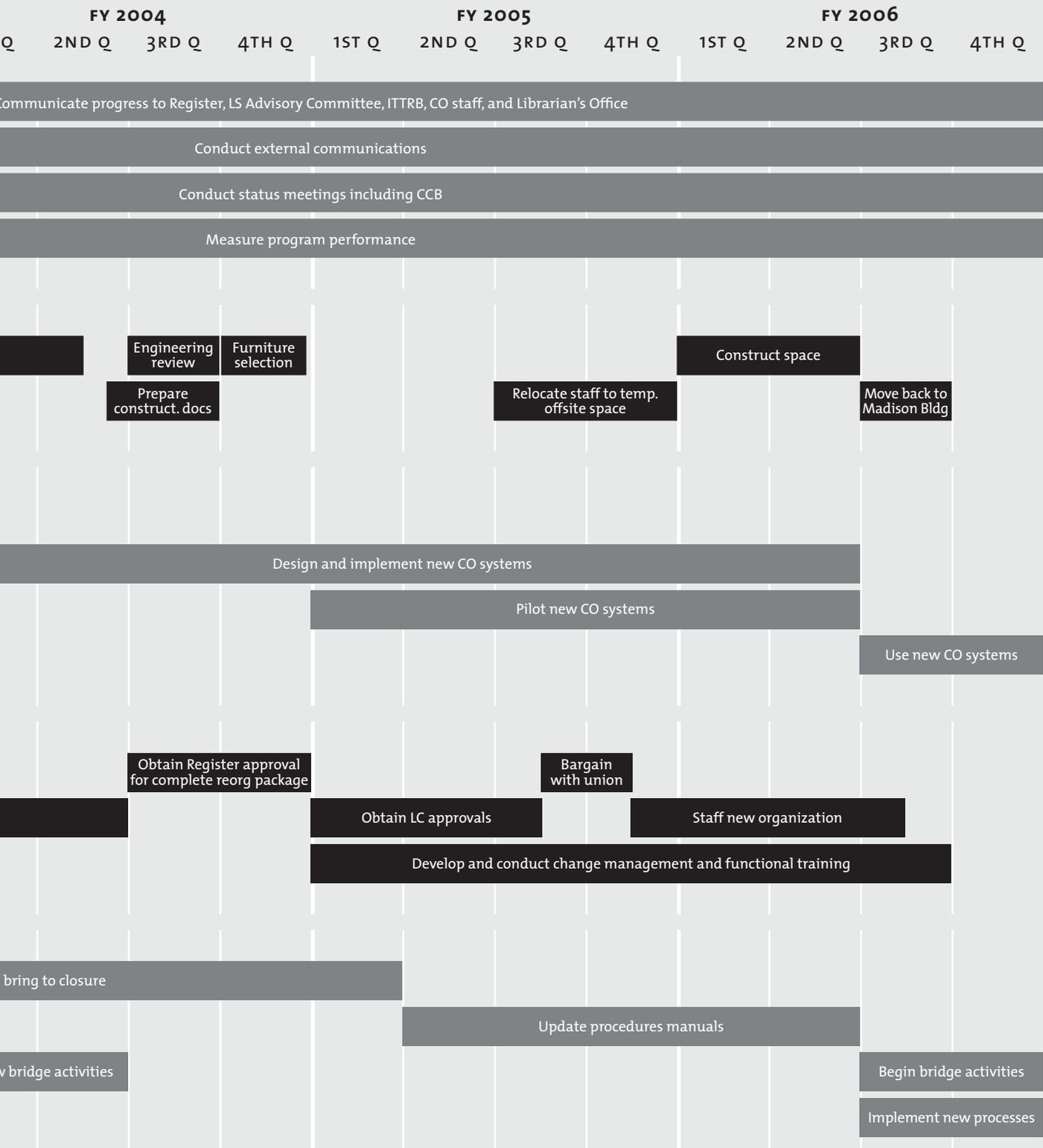
Briggs and Kim will also manage and coordinate activities related to the selection, planning, and design of the offsite leased space, including furniture rental and identification of reusable furniture. They will administer the entire construction phase, which includes procurement and installation of furniture, furnishings, and flooring; coordination of telecommunications and data requirements; and inspections, follow-up, design revisions, and move coordination.

The Copyright Office is grateful to have the support of Briggs and Kim, and is looking forward to working with them and Daly, our space planning advisor. ■

## U.S. Copyright Office Reengineering Program



# Program • Implementation Timeline



# Reengineering Program Office Holds Planning Sessions

Donette Carroll

The Reengineering Program Office held two offsite planning sessions in the past few months at Airlie Conference Center in Warrenton, Va. The overall purpose of getting the group together at an offsite location was to provide a focused review and discussion of all the various aspects of the reengineering program.

The first session was held the beginning of December with senior management, reengineering coordinators, and contractor staff representatives. Chief Operating Officer Robert Dizard chaired the 3-day session. During these 3 days the group focused on general program topics, including open issue resolution, stakeholder issues, and overall implementation timeline.

The group also spent a considerable amount of time during the meeting focusing on each front of the program. On the *facilities* front, the group discussed future management plans for the facilities redesign work, reviewed open facilities issues, discussed general design principles and new furniture purchasing, and brainstormed items the Office needs to consider for the offsite move, including what to bring, rent, or purchase. On the *process* front, the group reviewed at length several outstanding reengineering issues, such as deposit dispatch location, registration numbers on deposits, cataloging options after mainframe retirement, 407 serials processing, and certificate design and delivery, to determine the next steps for resolution.

Reengineering Program Manager Julia Huff and Reengineering Organization Coordinator Rick Neldon briefed the attendees on the latest accomplishments of the organization team and its work on reviewing and editing position descriptions. Copyright Automation Group Chief and IT Project Manager Michael Burke gave an update on the Office's information technology (IT) contract with SRA International. The group discussed open IT issues, reviewed the IT team's implementation schedule, and determined the best order for pilot programs.

The second session was held the end of January and included the same group that attended the December session plus the process owners. This 2-day session included a focus on program budget as it related to the overall timeline, a review and discussion of the proposed resolution of program issues from the December session, and external communication mechanisms. The process owners also received a brief update on each of the program fronts from each coordinator.

A number of decisions were made that allow further planning or design work to proceed. Also, the group identified issues that require further deliberation, as well as items that require decisions from the Register and/or other senior management.

The offsite meetings were very beneficial, and a tremendous amount of work and planning was accomplished during both sessions. The reengineering tasks are on schedule according to the Office's implementation plan, and the Office is moving forward on all fronts.

The implementation timeline identifying time frames for work on, and completion of, major events on each front is included in this edition of *ReNews*. The timeline can change as circumstances or requirements change. ■

A reorganization package has several elements, including an explanatory memo, current and proposed organization charts, functional charts with statements of current and proposed functions, work flow charts, position descriptions for the proposed job roles, and position descriptions requiring only minor editorial changes, *i.e.*, “pen and ink changes.” This reorganization package must be approved by the Register and Human Resources Services (HRS). The HRS approval process includes reviewing the more than 135 position descriptions that are changing in some way and assigning final series, title, and grade. In addition, many positions have yet to be put into AVUE and will also require classification.

The package is scheduled to be presented to the Register in April and to HRS in October. Once the approvals are obtained, the Office will bargain any impacts of the organization changes with the labor unions.

The organization team has used several general approaches in their efforts to adhere to the suggestions and organization principles that were originally set forth by the Copyright Process Reengineering Team. Those included simplifying job structures, allowing for flexibility at the lower levels with more mobility across the divisions and more opportunities for staff to be able to apply for other Copyright Office positions. Training will be a big part of the overall organization implementation. To ensure that training builds the skills to perform new work and maximizes cross-training and staff development opportunities, the Office is hiring a training coordinator, who will plan and coordinate training within the Office.

To simplify the job structures, three categories of jobs have been created for each division—support assistant, technician, and specialist. Generally, the support assistant jobs will be classified in the 303 series (clerical) and the 305 series (mail clerk), the technician positions will be classified in the 1211 (copyright technician) series, and the copyright specialist will be classified in the 1210 (copyright specialist) series. A few areas have specialized positions that do not fall into these general categories. For example, in Acquire Deposit the technicians will be classified in the 1411 series (library technician) and librarians in the 1410 series (librarian), as they are currently. In the Maintain Accounts area, the 503 and 535 series are used for accounting technicians. Each division may have support assistants, technicians, copyright specialists, senior copyright specialists, supervisors, an assistant chief, and a chief. Each division may also have secretarial and/or administrative support positions.

PwC presented the Office with a “Workload Allocation,” which estimated how many staff would be required to perform the process activities in each division. Using this information and the current number of staff, the organization team will create a “Staffing Allocation,” which will show how each staff member will cross over into the new organization. Many of the jobs will have a direct cross-over, while others will require posting the positions because a new position ladder has been created or because of a series change. The Copyright Office has committed to placing everyone in a position at an equivalent grade. In those few instances where staff will have to apply for positions, the Office will work with HRS and the training coordinator to assist staff in the application process.

Another of PwC’s responsibilities was to conduct a training needs assessment. They did this by identifying the knowledge, skills, and abilities (KSAs) required to implement the new process tasks. They then matched the KSAs for the existing jobs to the new requirements. This allowed them to identify the knowledge and skill gaps. From that information they were able to develop a training plan. Most of the training will center around the processes and the new system that is in development by SRA International, the contractor building the new IT systems. The Office plans, however, to conduct “Change Management” training in the next year to assist supervisors and staff in making the transition from the old to the new processes and organization environment.

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. ■