

Interview with Jerry Tuben

*Licensing Process Team
completes work*

New Logo for Reengineering

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RENEWS

COPYRIGHT OFFICE

REENGINEERING UPDATE

Joint Issue Groups Update

Cooperative Efforts with Library Services Continue

Amy Newhouse

The Joint Issue Groups formed to maximize the benefits of reengineering implementation for both the Copyright Office (CO) and Library of Congress are producing valuable recommendations for cooperation in five areas of interaction between the Copyright Office and Library Services (LS). Areas being addressed by Joint Issue Groups are labeling materials, cataloging materials, selecting materials for the Library's collections, opening the Library's National Audio-Visual Conservation Center (NAVCC) in Culpeper, Va., and processing serials. Formed in 2001 and 2002, the issue groups are comprised of representatives from both service units and have produced valuable information and numerous recommendations.

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Jerry Tuben discusses IT development. ▶ Page 3



Individual Group updates

The *Labeling Joint Issue Group* was asked to review the overall marking and labeling tasks for all formats received and collected by the LS Acquisitions Directorate and the CO, and then make recommendations on how to improve and streamline the process (see August 2002 edition of *ReNews*). The group's recommendations included the following:

- ensure that newly acquired items receive item barcode
- expand use of laser-marking to identify Library of Congress property
- reduce number of manual practices
- expand use of antitheft detection devices
- move call number labeling further "upstream" to the LS Cataloging Directorate

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Progress on the IT Front

Michael Burke

A primary product of the Copyright Office is the public record for each work registered under the copyright law. For nearly 3 decades, the Office has relied on the COPICS systems (an early one used from 1974 to 1977 and the present system used since 1978) to prepare an online record of registrations and make it available to the public via the Internet as well as on site here at the Library of Congress.

COPICS is the acronym for the Copyright Office Publication and Interactive Cataloging System. COPICS is a main-frame system that has been in use largely unchanged for more than 25 years. Despite its age, it is still very responsive. But compared with current technology, COPICS is expensive to operate and maintain, lacks the flexibility to change as our business needs change, lacks the security needed in today's networked environment, and lacks the look and feel that so many have come to expect in information systems.

A specific objective of the reengineering program is to replace COPICS with an integrated solution that meets the needs of the reengineered business processes and produces records that are more compatible with Library catalog records. The latter requirement will enable sharing of data and will facilitate more comprehensive searching of online Library of Congress and Copyright Office data by the public.

An objective identified during the requirements analysis and supported by discussions in the Cataloging Joint Issues Group was to design the Copyright Office record so that data could be extracted from it for Library use, and data could be imported into it from Library records and other sources such as OCLC (Online Computer Library Center). The requirements analysis of the Copyright Office business processes, together with the need to exchange data easily, resulted in a recommendation from PricewaterhouseCoopers that the Copyright Office use the same Voyager software from En-

deavor Systems that the Library uses for the Integrated Library System (ILS). Copyright Office management has approved that recommendation, and plans are being prepared to begin work on the conversion from COPICS to Voyager.

The COPICS files contain approximately 15,000,000 records of registered works and recorded documents, all of which will be brought forward to the new IT environment. Some preliminary study of how to effect the transfer of this data to a Voyager database was begun last summer by ITS in collaboration with staff in the Cataloging Distribution Service (CDS). Using a week's amount of Copyright Office catalog records, ITS/CDS staff created a small Voyager database using the CDS version of the Copyright Office records.

CDS presently maintains a full set of machine readable Copyright Office registration and document records for sale to the public through its subscription service. When staff in the Copyright Cataloging Division complete a record in COPICS, a copy is forwarded to CDS, where it is converted to a MARC-like distribution format and added to the subscription database. That database is updated weekly for monographs and documents and semiannually for serials. The records contain all but a few of the Copyright Office data fields (and they can be picked up) and, as was found through this preliminary test, the data can be mapped to fields in a MARC record, the format used in a Voyager database.

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Moving Toward an IT Development Contract

Judith Nierman

Jerry Tuben, who, with Loretta Freeman, is serving as the Information Technology Process co-owner, is enthusiastic about the information technology (IT) development work that will soon be started to create the IT environment in the reengineered Copyright Office. He has been busy in meetings to make recommendations on the contracting process as well as refining requirements and gathering documentation and information on software packages.

“We are now moving toward obtaining contractor resources,” he said. The work will be issued through a GWAC or government-wide area contract that allows the Copyright Office to obtain contract resources through a pre-selected pool. The GWAC will maintain and manage the contract so that the Copyright Office can focus on the technical issues.

“We are about to finalize the Statement of Objectives that will allow contractors to bid on the work and tell us how they propose to do it,” Jerry said. “We state our goals, and then the contractors state their proposed solutions.”

The Statement of Objectives will probably be under 20 pages in length, but it will be accompanied by attachments, including technical reference manuals, information on types of software on the Office operating systems, security requirements, section 508 concerns for access to disabled persons, an extensive glossary of Office terms, and business process reengineering documents completed under contracts with PwC (now IBM). All will be available to potential contractors on a website made available by GSA.

“When our Statement of Objectives goes out,” Jerry said, “contractors will respond with oral presentations that last about an hour and a half per contractor. They will be talking about how they would accomplish the tasks, and the presentations will be made by the actual per-

sons who would work on the contract.”

A panel comprised of Copyright Office staff and the GWAC program manager will select the contractor who will design, build, configure, and integrate the computer systems that will become the Office’s new IT environment.

Will the contractor have to know all the details of the Office’s present multitude of computer programs? No, said Jerry. The contractor need not understand the details of, for example, COINS but must understand the data in COINS and how to get that data into the new system. To do this, the contractor will need to know the Office’s new way of doing business and the part old ways will play while the Office moves forward.

“The good news,” Jerry said, “is that we have really spent a lot of time refining business processes, and we know what we want to accomplish. We’re in good shape because we’ve done our homework.” ■



Copyright Office
Reengineering



Facilities



Organization



Process

Library of Congress Advisory Committee Meeting

On March 26, Library of Congress (LC) Advisory Committee members were given an update on the status of the reengineering effort from Reengineering Program Manager Julia Huff and other members of the Reengineering Program Office (RPO). Huff discussed the latest developments of the Copyright Office/Library Services Joint Issue Groups (JIGs) and operational aspects of the RPO. Facilities Coordinator Ginny Kass updated the committee on the facilities redesign work; Process Coordinator Jeff Cole briefed the committee on process developments; and Copyright Automation Group Chief Michael Burke provided an update on IT integration services procurement.

The LC Advisory Committee is comprised of representatives from various Library service units, infrastructure areas, and labor organizations, and continues the cooperative efforts that were so successful during the redesign phase. (For more information about the LC Advisory Committee and a list of committee members, see the January 2003 issue of *ReNews*). ■

Reengineering Program Office Holds Second Major Planning Session

In February, members of the Reengineering Program Office (RPO) held a planning session to review and discuss major aspects of the reengineering program.

This was the second 3-day planning session held by the RPO in recent months. At the first, held in October 2002, the group developed a detailed 6-month time line for major events on all four fronts, and a more general time line that extended out to full implementation. At the February session, the group reviewed the progress on the time lines and discussed the need for adjustments. The group also focused on the budget as it relates to the time lines, program issue resolution, orga-

nizational and stakeholder issues, overall status of each of the four reengineering fronts, external communication messages, and the IT contractor procurement options. In addition, the group reviewed e-government initiatives and developed a plan to measure the success of the reengineering effort based on e-government standards and guidelines.

Overall, the reengineering tasks are on schedule according to the Copyright Office's implementation plan, and work is moving forward on all fronts. The exact time line for implementation will depend heavily on the facilities construction and the IT contractor's project plan. ■

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Reengineering Program Office Has New Logo

The Reengineering Program Office has a new logo for use on internal and external communication materials and on the reengineering website. The logo was developed by IBM's Christy Taylor and Charles Gibbons of the Information and Reference Division's Publications Section. The design of the reengineering program logo resembles a four-piece puzzle. Each puzzle piece represents one of the four fronts of the reengineering effort that must work together to meet the Office's strategic objectives. ■

Licensing Process Team Completes Work

The Process Licenses (PL) Implementation Team presented their process design recommendations and draft procedures manual to the Register's Conference on Feb. 11. This is the last of the process areas in the reengineering effort to present and deliver their new recommendations. The Implementation Team consisted of employees representing all activity areas of the Licensing process. The PL Team delivered specific recommendations to improve efficiency and timeliness in the process.

The proposed PL process will transition to a paperless environment using electronic submission of Statements of Account (SOAs) and other documents. The Licensing Division will require an electronic funds transfer (EFT) for royalty fee payments greater than \$5,000, integrate reengineering IT solutions, and enable remitters to check submission status using the Internet.

The PL Team developed a conceptual Internet module to enable the remitter to submit all SOAs and other documents electronically. With this tool, the remitter can allocate funds to corresponding SOAs and pay royalty fees using fedwire, pay.gov, automated clearinghouse (ACH), or credit cards, as well as submit inquiries and search requests.

The numerous benefits from this type of design include reducing the number of paper submissions and eliminating the need for up-front scanning and tagging. The design also links SOAs to fee payments, allocates funds electronically, and helps the remitter and the Licensing Division better manage SOA submissions.

The team recommended three quick hits. A quick hit is an activity that can be implemented right away and brings a permanent change in the process. The quick hits were:

- enable remitters to submit certain documents online
- place forms, regulations, FAQs, and fact sheets online
- expand the use of email to respond to inquiries

John Martin, chief of the Licensing Division and the PL process owner, will assign responsibilities for these quick hits. This will involve structuring a high-level plan for implementing the recommendations and presenting the plan to the Register's Conference for approval.

The Licensing organization team assessed the impact of the re-designed process on the PL work unit structure and job roles. The team is meeting with a group of Licensing Division staff members to gain their input and to ensure the organization team captured all major duties and knowledge, skills, and abilities (KSAs) required. As a next step, reengineering IT Coordinators Loretta Freeman and Jerry Tuben will review the impact of the PL procedures manual on the IT requirements. ■

[IT Update, continued from page 2]

The test database created by ITS/CDS contained about 10,000 records, and reviews by Cataloging Division staff and Copyright Acquisitions Division staff were very positive. The proposed Voyager database of Copyright Office records would be separate from the ILS database of bibliographic records but would use the same MARC structure. This compatibility would facilitate sharing of records between the two databases.

Having decided to use Voyager, planning on how to do the conversion has been started. The overall goal will be to complete the conversion and implementation of the Voyager system by the end of September 2004. This target date is driven somewhat by the planned retirement of the Library's mainframe by the end of 2004. The first stage of the project will focus on data migration analysis. Library Services has agreed to assist the Copyright Office with this effort by bringing their expertise with the MARC format and the experience they gained from their conversion to Voyager several years ago. The outcome will be a mapping of Copyright Office catalog data into the MARC fields. CDS and ITS have agreed to help with the actual conversion of the data. Contract assistance from Endeavor Systems may also be required.

When the Voyager-based system is first installed, Copyright Office catalogers will prepare records using screens similar to the way that COPICS records are prepared today. When up-front scanning and workflow management are installed, the Copyright Office records in Voyager will be populated with data from the workflow record to avoid some keyboarding.

Stakeholder representatives from ITS, Library Services, CDS, as well as the Copyright Office are being identified. Meetings to complete the planning and begin the data migration analysis will begin in June. ■

[Cover Story, continued from page 1]

- work with LS Preservation Directorate to assure labeling and housing standards continue to be met
- create oversight groups for implementation

At this time, a Labeling Implementation Team is being formed, and, together with the Inventory Management Team, will oversee implementation of the group's recommendations. The final report from the Labeling Joint Issue Group, which includes specific recommendations for implementation is posted on the LS website at www.loc.gov/library/libarchreports.html.

The *Cataloging Joint Issue Group* was charged with reviewing how the CO and LS could share and exchange cataloging data. The group analyzed how both the CO and LS catalog various formats and made recommendations for how each service unit might alter its practices to better serve the other's needs. After reviewing these findings, Library management formed a second cataloging group, the Cataloging Workflow and Organization Joint Issue Group, which was asked to envision the most efficient and mutually beneficial workflow for capturing the required cataloging data. This group presented their concept to LS and CO management on April 2, and are awaiting further guidance from LS and CO service unit heads.

The *Selection Joint Issue Group* was formed as a result of a recommendation from the Copyright Process Reengineering Team, which suggested CO examiners perform some selection duties. The Selection Joint Issue Group was charged with documenting the current selection process and determining the most efficient selection process for the future. The group was also asked to design a pilot project to evaluate CO staff selection of specified works submitted for registration.

This group recommended that final selection of deposits for the Library's collection occur before deposits leave the CO. In the case of routine items, CO examiners will perform selection using criteria established by LS. LS Selection Officers will make a selection decision for any item determined to be nonroutine before that item leaves the CO. A slipping subgroup was formed to make recommendations for eliminating manual marking of deposits. This subgroup designed a single slip that would be used to indicate the selection decision, cataloging priority, number of copies selected, and assignment of that deposit. Selection recommendations for Motion Pictures, Broadcasting and Recorded Sound materials from the Joint Issue Group on the National Audio-Visual Conservation Center were incorporated into the Selection Joint Issue Group's final report. A selection pilot project was developed to test the group's determination that the CO could undertake routine selection. The pilot project allows the CO to gain experience in making selection decisions and to make any necessary revisions to the process or training materials. Implementation of that pilot project has been postponed due to workload considerations in the CO. The group made its final presentation to the CO Register's Conference on April 9. Comments were due back to the group by the end of April.

The *Serials Joint Issue Group* was charged with determining the most efficient method for processing serials received in the CO with the least amount of redundancy. The group made several recommendations and presented the options to LS and CO management. These recommendations were determined to be out of scope for the Business Process Reengineering project, and LS management is currently assessing options.

The Joint Issue Groups have been enormously beneficial to both the CO and LS from an educational and technical standpoint. It has been helpful for staff and managers to understand better the other service unit's processes, and the discussions have facilitated cooperation at every level. ■



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