

# Management



*Renovation of Copyright Office space in the James Madison Memorial Building is part of the Office's reengineering project.*

## REENGINEERING

The Copyright Office continued its multiyear effort, begun in fiscal 2000, to reengineer its principal public services. Implementation will occur in fiscal 2007. See the annual reports for fiscal years 2001–2005 for additional background on the project.

### Reengineering Planning and Management

The Office's implementation efforts in fiscal 2006 continued to focus on the three fronts that support the reengineered processes: organization, information technology, and facilities. Each front has a coordinator who monitors and tracks program-related risks, issues, and change requests. Because the three fronts are interconnected and the Office must provide uninterrupted customer service, the Office will implement all fronts simultaneously when it switches to new processes in mid to late fiscal 2007. In preparation for full implementation, the Office is conducting pilot projects to test the new processes and IT systems.

The Reengineering Program Office (RPO) manages the effort. During the year, the RPO revamped status meetings to improve communication with key stakeholders and to provide a forum for the resolution of issues. The RPO, Copyright Technology Office (CTO) and contractor SRA International, Inc. took part in a two-day offsite meeting to review progress of the new IT system under development.

### Reengineering Objectives

- *Improve the efficiency and timeliness of Copyright Office public services.*
- *Provide more services online.*
- *Ensure the prompt availability of new copyright records.*
- *Provide better tracking of individual items in the workflow.*
- *Increase the acquisition of digital works for Library of Congress collections.*

## Organization

As part of the Reengineering Program, the Office will reorganize, and in some cases realign, its divisions and modify most of its individual job roles. The new organization will include the Receipt, Analysis, and Control Division; the Registration and Recordation Program with three divisions (Literary Division, Performing Arts Division, and Visual Arts and Recordation Division); the Information and Records Division; the Copyright Acquisitions Division; and the Licensing Division. The RPO completed the reorganization package in fiscal 2006. The Office will submit the reorganization package for approval to the Library of Congress Office of Human Resources Services and to the Librarian in early fiscal 2007, after which the Office will bargain any adverse impact of the implementation of the reorganization with labor organizations.

## Information Technology (IT)

Earlier in the project, the Office selected SRA International, Inc. of Fairfax, Virginia, to design and develop its new systems infrastructure to integrate the functions currently performed by several IT systems and applications. The integrated IT infrastructure, to be known as eCO (electronic Copyright Office), uses Siebel customer relationship management (CRM) and case management software along with Captiva optical character recognition software. The Office also considered what search engine to use, and will make a decision in early fiscal 2007. eCO will enable the Office to provide its services to the public online and manage its internal processes through a centralized case management system. In addition to speeding up the registration process, eCO will allow users of Copyright Office services to check the status of their in-process service requests, supply additional information, and resolve discrepancies.

The single most significant step this fiscal year towards achieving the IT reengineering objectives was the implementation of the online web portal to enable the public to submit electronic applications for preregistration and to pay for that service with a credit card or automatic debit through a seamless link to the U.S. Treasury's *Pay.gov* website. On November 15, 2005, the Office implemented preregistration—a service available only online and the first use of eCO to process work submitted electronically.

Beyond the system development work to enable online preregistration, the Office completed considerable planning to prepare staff for processing the records and to set

up a help desk for applicants who encounter problems in their use of the portal. Work began on planning the help desk support that will be needed when more fee services are added to the portal.

Implementation of the new system's full operating capability will occur in late fiscal 2007 upon completion of the facilities renovation in the Library of Congress Madison Building and the relocation of staff in their reconstructed workplace.

## Facilities

The project passed two major milestones in fiscal 2006. First, nearly all staff and contractors moved to swing space locations to permit the renovation of Copyright Office space in the Madison Building. Approximately 75 percent moved to temporary swing space in Crystal City (Arlington, Virginia) in July 2006; others moved to swing space within the Capitol Hill complex; and a few remained in place. Second, after years of planning, the Architect of the Capitol began the renovation of Copyright Office space in the Madison Building. The renovation is scheduled to be completed in time for some divisions that remained in the Madison Building to move to their renovated spaces in December 2006 and January 2007, followed by the major staff to move back to the Madison Building in mid-2007.

## Communication

The RPO continued to involve stakeholders in the reengineering process and included Copyright Office management and staff at all levels on teams, task groups, and pilot projects. The RPO communicated with staff about reengineering implementation through a variety of means: *ReNews* (the reengineering newsletter) and *ReNews Lite* (an email version used for quick updates); articles in *Copyright Notices*; the Reengineering Intranet website; and, stakeholder meetings with staff and managers within the Office and in affected areas of the Library's service and support units. The Office encouraged staff to submit ideas and questions to a designated RPO email address.

Information regarding the move to Crystal City and other swing space moves was available on a special interactive website designed by the Copyright Office and the move coordination contractor, Fox Corporation. The site contained updates

on the renovation of the Crystal City buildings, progress photographs, new office locators, and practical guidelines to help staff prepare for the move. Staff could submit questions about the move through a “Got a Question?” feature.

The Office held all-hands meetings in October 2005 to update the staff on the status of the reengineering project and in April 2006 to prepare the staff for the move to Crystal City.

There were monthly meetings with labor organizations to provide regular updates and discuss staff concerns regarding the temporary relocation of staff to offsite office space, as well as other reengineering-related issues.

The Reengineering Program Manager, the Chief of the Copyright Technology Office, and others provided regular updates at Copyright Office management meetings and to a House Appropriations Committee staff member, the Deputy Librarian of Congress, the Office of Strategic Initiatives, the Library Leadership Development Program, the Library Facilities quarterly forum, Library Services staff, Reference and Bibliography Section staff, the Intellectual Property Section of the American Bar Association, the Copyright Committee of the American Intellectual Property Law Association, and the Association of American Publishers.

## Training

In May, the Office filled the new position of Copyright Office Training Officer, who participated in the preparation of the reorganization package, revised position descriptions, and a skill gap analysis. The Training Officer then updated and refined the reengineering training plan.

To help prepare for the extensive training in the use of eCO that will be needed for all staff in fiscal 2007, the Training Officer and others participated in demonstrations of OnDemand software. OnDemand is an automated training tool that provides step-by-step instruction online in combination with eCO. It may be run in various modes: demonstrating an entire operation as the staff member watches; allowing the staff member to interact via on-screen prompts; and a testing mode. The software can also produce trainer guides, user guides, and fact sheets.

In October 2005, the Office implemented a major cross-training program to prepare current examiners and catalogers to perform the combined duties of the

proposed registration specialist position, which will include both examining claims and the creation of the registration record.

### Motion Picture Pilot

Throughout the fiscal year, the first reengineering pilot project that began in 2005 continued and some motion picture claims were processed daily using eCO. Based on change requests submitted by the staff working in the pilot, improvements were made to eCO in a number of software releases. For instance, a major improvement involved the implementation of an online certificate view that greatly expedited the review of certificates printing.

### Electronic Registration Pilot

Preparation continued for a pilot project in which selected participants will submit registration claims electronically into eCO via the internet. The Office almost completed development by the end of the fiscal year, with testing and pilot implementation scheduled for fiscal 2007.

### Selection Pilot

Selection is the process of deciding whether materials should be added to Library of Congress collections. A pilot project began in 2005 to test the new procedures under which Copyright Office staff members make selection decisions for routine categories of registration deposits. Deposits examined in the pilot include books from large trade publishers, other monographs, printed music, and audio compact discs. Statistics and survey responses gathered from the participants resulted in a final assessment recommending that registration specialists implement selection as part of the reengineered registration process.

## Public Records of the Future

As reported in the 2005 annual report, the Register of Copyrights issued a memorandum emphasizing the primacy of copyright facts in registration records and the importance of clearly distinguishing copyright facts from bibliographic information. The latter is to be limited to information clearly necessary to identify the registered work and considered essential for searching using current automated search technology.

The Register created a working group to deal with unresolved issues and develop detailed recommendations. During fiscal 2006, the working group forwarded recommendations to the Register for approval. These recommendations required the formulation of revised rules for the creation of registration records. A special task group completed this assignment and forwarded proposed rules, which have been approved in principle.

## Application Form

The Office considered revising paper application forms to facilitate optical character recognition (OCR) as part of the internal electronic processing of claims in the reengineered processes. Although in fiscal 2005 a working group completed work on the design of a revised application form to replace the current Forms PA, SR, TX, and VA, a test of approximately 200 completed applications in fiscal 2006 demonstrated that the drawbacks of these six-page forms outweighed the OCR benefits. A successor task group designed more user-friendly forms, including not only the basic form, but also continuation sheets, a group registration form, and Form CA. The group recommended the use of an alternative technology such as the 2-d barcode to facilitate data capture. Two dimensional barcodes contain more information than conventional one dimensional barcodes and could be used to encode all of the information on a completed copyright application. This technology was being tested as the fiscal year ended.

## INFORMATION TECHNOLOGY ACTIVITIES

In addition to the IT work done as part of the reengineering program outlined earlier in this report, the Office undertook the following information technology work during the fiscal year:

### Conversion of Registration Records from COPICS to the Voyager Integrated Library System

The Office and the Library's Information Technology Services (ITS) determined in 2003 that some 20 million registration records would be transferred from the Copyright Office Publication and Interactive Cataloging System (COPICS) to the Library's Voyager platform in 2004. The conversion of registration records from COPICS to the Voyager system presented challenges as some data in the records resisted conversion. There were continuous challenges in conversion to the Machine Readable Cataloging (MARC) format. Initial attempts produced a 95 percent conversion rate, with complex issues preventing accurate conversion of the remaining 5 percent of records (approximately one million records). Integrity and accuracy of all registration records are of paramount importance, and difficulties in achieving these goals will delay completion until 2007. However, all new records created in eCO will migrate directly from that system into the Voyager registration record database.

### Copyright Office Electronic Registration, Recordation, and Deposit System (CORDS)

CORDS has been the Copyright Office's prototype system to receive and process digital applications and digital deposits of copyrighted works for electronic registration via the Internet from a limited number of cooperating participants who meet specific criteria. The Office processed more than 20,000 electronic claims in textual works and musical compositions through the system in fiscal 2006. The Office's new IT systems infrastructure—eCO—will replace the CORDS system.



## e-Deposit for e-Journals Project

The Office continued to participate in the e-Journals Working Group, formed by the Library of Congress, which is working with selected electronic journal publishers to build and demonstrate a system to receive electronic journals in a preservable format. The e-Journals project, which is oriented toward a prototype system, will run concurrently with eCO service, which is oriented toward a production system. Both will share learning and experience from the other and will eventually converge when technology and regulations permit.

## MANAGEMENT CONTROLS, SECURITY, BUDGET

### Management Controls

The Management Control Program ensures that Copyright Office programs are carried out in the most effective and economical manner possible and that assets are safeguarded.

During fiscal 2006, the Office conducted vulnerability assessments on its management control modules and decided to perform control reviews for five modules. There were a few new management letter findings (problem issues in management controls that required correction), and the Office resolved several findings that were outstanding from previous years. Fifteen findings remained open from previous years, virtually all of which will be closed upon completion of the reengineering project.

### Budget

The Copyright Office annually receives three appropriations from Congress: Basic, Licensing, and CARP/CRJ. Total fiscal 2006 Copyright Office budget authority was \$58,014,990 with a full time equivalent (FTE) staff ceiling of 530 (6 of which are for the Copyright Royalty Board). The total Basic appropriation derives its funding from two revenue sources: net appropriations from the U.S. Treasury (\$22,428,450 in fiscal 2006) and authority to spend user fees (\$30,176,190). The Basic appropriation funded the

majority of the Office's activities. The Licensing budget activities (\$3,826,350) and the CARP/CRJ budget activities (\$1,584,000) were fully funded from user fees withdrawn from royalty pools.

Respectfully submitted to the Librarian of Congress by

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