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Office of the Chief Information Officer

OCIO's Project Management Office team gathered with other members of the IT Partner Engagement Directorate in November for a two-day project management training.

## Project Management Office Transforms IT Goals into Reality

The methods the office uses can be applied to projects across the Library.

**BY SAHAR KAZMI**

It's been said that a goal without a plan is just a wish. For the Library, OCIO's Project Management Office – commonly called PMO – has the vital job of ensuring that technology goals become reality. And with several dozen distinct IT projects in development at any given time for service units across the Library, PMO's two dozen experts stay very busy.

Their main charge is to ensure that IT projects meet the timelines, budgets and objectives they're supposed to achieve in a transparent and efficient way.

"From major modernization efforts like developing the new Electronic

Copyright System to maintenance tasks like updating WebTA to its latest version, PMO's project managers serve as shepherds guiding the Library's technological projects toward realization and as resources to help staff from any discipline find more proactive ways to control progress and quality in their own work," said PMO division chief Crystal Washington.

In other words, project management methods shouldn't be thought of as limited to IT. "Any discipline can benefit from setting objectives and making the work involved in a project clearly visible," Washington said.

For IT projects, PMO serves as an

**OCIO, CONTINUED ON 7**

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## DONATED TIME

The following employees have satisfied eligibility requirements to receive leave donations from other staff members. Contact Lisa Davis at (202) 707-0033.

Sharif Adenan  
Craig Andrews  
Lynette Brown  
Eric Clark

Laurie Harris  
Terri Harris-Wandix  
Sharron Jones  
Donna Williams

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## HOW TO REQUEST RETIREMENT COUNSELING

Submit your retirement-related questions to the Human Capital Directorate (HCD) at AskHCD (<https://bit.ly/32iEJcS>) on the HDC portal to allow HCD to track your request and respond in a timely manner.

From the “category” drop-down menu, select “retirement.” Then, from the “category details” drop-down menu, select “counseling appointment,” “retirement estimate” or “retirement questions.”

The HCD portal cannot be accessed outside the Library’s network. If you are unable to access the portal, submit an email query to [askhr@loc.gov](mailto:askhr@loc.gov).

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## NEW HUMAN CAPITAL DIRECTORATE SITE

The Human Capital Directorate (HCD) has launched a new, easy-to-navigate intranet site (<https://staff.loc.gov/sites/hcd>). Its intuitive design reflects suggestions and comments gathered during discussions with service unit representatives from across the Library. Soon, any links to or bookmarks on the former site will direct you to the new homepage.

A virtual tour of the site (<https://go.usa.gov/xfxt7>) and information about HCD’s design process (<https://go.usa.gov/xfxtt>) are available on the Library’s public-facing staff information page.

Questions? Contact Ashlyn Garry of HCD at [asga@loc.gov](mailto:asga@loc.gov). You can also submit a question or comment via AskHCD or [askhr@loc.gov](mailto:askhr@loc.gov).

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## COVID-19 UPDATE

On July 10, the Health Services Division (HSD) announced that three employees reported symptoms associated with COVID-19 during the week. No contact tracing was necessary for these cases. Some employees reporting symptoms are not diagnosed to have COVID-19, but out of an abundance of caution, the Library is monitoring all reports of symptoms.

On July 13, HSD received reports of symptoms from two additional employees. One person who reported experiencing symptoms tested negative for the virus and has not been in the buildings for three months. The other individual tested positive and was at the Library last week. The individual, whose condition is improving, practiced social distancing and wore a face covering. The affected work spaces are being disinfected, and anyone who might have been in proximity to the individual is being notified.

HSD is communicating with all staff members who become ill. In cases in which ill individuals were present in Library buildings, HSD is also notifying their close work contacts and cleaning and disinfecting the areas affected. The same process is being followed when contractors in Library buildings become ill.

More information on the Library’s pandemic response: <https://go.usa.gov/xdtv5> (intranet) or <https://go.usa.gov/xdtvQ> (public-facing staff web page)

[loc.gov/staff/gazette](http://loc.gov/staff/gazette)

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### MISSION OF THE LIBRARY OF CONGRESS

The Library’s central mission is to engage, inspire and inform Congress and the American people with a universal and enduring source of knowledge and creativity.

### ABOUT THE GAZETTE

An official publication of the Library of Congress, The Gazette encourages Library managers and staff to submit articles and photographs of general interest. Submissions will be edited to convey the most necessary information.

Back issues of The Gazette in print are available in the Communications Office, LM 143. Electronic archived issues and a color PDF file of the current issue are available online at [loc.gov/staff/gazette](http://loc.gov/staff/gazette).

### GAZETTE WELCOMES LETTERS FROM STAFF

Staff members are invited to use the Gazette for lively and thoughtful debate relevant to Library issues. Letters must be signed by the author, whose place of work and telephone extension should be included so we can verify authorship. If a letter calls for management response, an explanation of a policy or actions or clarification of fact, we will ask for management response.—Ed.

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### GAZETTE DEADLINES

The deadline for editorial copy for the July 31 Gazette is Wednesday, July 22.

Email editorial copy and letters to the editor to [mhartsell@loc.gov](mailto:mhartsell@loc.gov) and [wmal@loc.gov](mailto:wmal@loc.gov).

To promote events through the Library’s online calendar ([www.loc.gov/loc/events](http://www.loc.gov/loc/events)) and the Gazette Calendar, email event and contact information to [calendar@loc.gov](mailto:calendar@loc.gov) by 9 a.m. Monday of the week of publication.

Boxed announcements should be submitted electronically (text files) by 9 a.m. Monday the week of publication to [mhartsell@loc.gov](mailto:mhartsell@loc.gov) and [wmal@loc.gov](mailto:wmal@loc.gov).

# Colson Whitehead to Receive Prize for American Fiction

Librarian of Congress Carla Hayden announced today that Colson Whitehead, author of the Pulitzer Prize-winning novels “The Nickel Boys” and “The Underground Railroad,” will receive the Library of Congress Prize for American Fiction during the 2020 National Book Festival on Sept. 25-27.

Whitehead, 50, is the youngest person to receive the Library’s fiction award for his lifetime of work.

“Colson Whitehead’s work is informed by probing insights into the human condition and empathy for those who struggle with life’s sometimes harrowing vicissitudes,” Hayden said. “In novels such as ‘The Nickel Boys’ and ‘The Underground Railroad,’ he has expanded the scope of historical events, transforming them into metaphors for today’s world.”

Hayden selected Whitehead as this year’s winner based on nominations from more than 60 distinguished literary figures, including former winners of the prize, acclaimed authors and literary critics from around the world. The prize ceremony will take place online during the National Book Festival.

One of the Library’s most prestigious awards, the annual Prize for American Fiction honors an American literary writer whose body of work is distinguished not only for its mastery of the art but also for its originality of thought and imagination. The award seeks to commend strong, unique, enduring voices that – throughout long, consistently accomplished careers – have told us something essential

about the American experience.

“As a kid, I’d walk into great New York City libraries like the Schomburg and the Mid-Manhattan, on a field trip or for a school assignment, and feel this deep sense of awe, as if I’d stumbled into a sacred pocket in the city,” Whitehead said. “I hope that right now there’s a young kid who looks like me, who sees the Library of Congress recognize Black artists and feels encouraged to pursue their own vision and find their own sacred spaces of inspiration.”

Yesterday evening, Whitehead joined Hayden in a conversation on race in America, part of a video series called “Hear You, Hear Me.” The conversation was recorded and is available on the Library’s Facebook (<https://bit.ly/2CwDfka>) and YouTube (<https://bit.ly/38TH-QSN>) channels.

Whitehead was born in New York City in 1969. He is a graduate of Harvard University and has taught at Princeton and New York universities. In 2002, he received a MacArthur Fellowship. His seven novels include his first, “The Intuitionist” (1999), which Esquire magazine named the best first novel of the year.

“The Underground Railroad” (2016) was selected for Oprah’s Book Club 2.0 and featured on President Barack Obama’s summer reading list. The Pulitzer judges called the novel “a smart melding of realism and allegory that combines the violence of slavery and the drama of escape in a myth that speaks to contemporary America.”

Of “The Nickel Boys,” the Pulitzer



Chris Close

**Colson Whitehead**

judges noted its “spare and devastating exploration of abuse at a reform school in Jim Crow-era Florida that is ultimately a powerful tale of human perseverance, dignity and redemption.”

Whitehead’s two books of non-fiction are “The Colossus of New York” and “The Noble Hustle: Poker, Beef Jerky and Death.” His work has been widely published in The New York Times, The New Yorker and Harper’s, among others. In 2019, Time magazine named him “America’s Storyteller.”

Whitehead is married to literary agent Julie Barer and lives in New York.

More information: <https://go.usa.gov/xf2u4> ■

## OIG WOULD LIKE TO KNOW

Report suspected illegal activities, waste, fraud, abuse and mismanagement in Library of Congress administration and operations to the Office of the Inspector General (OIG). A link to all Library regulations is available on the staff intranet at <http://staff.loc.gov/sites/rules-and-regulations/>.

To make a report, contact OIG via the online form at [www.loc.gov/about/office-of-the-inspector-general/contact-us/](http://www.loc.gov/about/office-of-the-inspector-general/contact-us/) or report anonymously by mail to 101 Independence Ave., S.E., LM 630, Washington, D.C., 20540-1060.

## BUILDING ACCESS

The C Street West doors are closed at the request of the U.S. Capitol Police to support its workforce during the pandemic. Staff should enter and exit Library buildings through the Independence Avenue doors or the Madison Building garage.

# Phase One, Part Two, to Start

Next week, about 500 Library staff members will return to work in Library buildings for the first time since the Library implemented maximum telework in March to address the COVID-19 coronavirus pandemic. They will join approximately 200 others who began on-site work on June 22.

Some newly returning staff members will carry out work that cannot be completed remotely, such as handling of physical materials – collection items, documents, copyright deposits, mail. Others will focus on restoring activities necessary for the acquisition, storage, preservation, cataloging and discovery of the Library's collections.

The social distancing, cleaning and health-monitoring policies and procedures in effect during phase one, part one, will continue.

Before arriving each day, employees must complete the Library's daily health-screening questionnaire, either for Capitol Hill ([https://](https://go.usa.gov/xfcfQ)

[go.usa.gov/xfcfQ](https://go.usa.gov/xfcfQ)) or for satellite locations (<https://go.usa.gov/xfcfFE>), depending on where they work.

Since the beginning of phase one, part one, the Health Services Division (HSD) has processed more than 3,000 questionnaires for on-site employees. HSD emphasizes the importance of reviewing the entire questionnaire completely and following the instructions at the end.

Anyone who answers yes to any of the questions or has a temperature higher than 100.4 degrees Fahrenheit should not come to a Library building.

Staff working in a Capitol Hill building should report yes answers to their supervisors and to HSD-COVID-check-in@loc.gov. Staff working in satellite locations must contact HSD with both yes and no answers to the questionnaire each day they are scheduled to work on-site. Those do not have email access should call their supervi-

sors and HSD at (202) 707-8035.

Staff should not report to work based on the assumption they know a non-COVID-related cause for a yes answer to a question, nor should they report to work if they are taking any medication, including over-the-counter medication, for one of the symptoms.

Staff who are assigned to work in a space that is not their regular assigned space must also complete a daily activity log and turn it in to their supervisors. The form has instructions for recording the information HSD will need, including the time and location of close interactions with others, to conduct contact tracing should it become necessary because of illness.

No timeline has been set for how long phase one, part two, will last, but any employees expected to return to Library buildings in the future will be notified at least one week before the date of their anticipated return. ■

## Library Working Group Seeks to Promote Culture of Inclusivity

BY SARAH KITH

On the fourth Friday of every month, the Diversity and Inclusion Working Group (DIWG) convenes to confer about diversity and inclusion issues at the Library. Before the COVID-19 pandemic, members of the pilot group gathered in the West Dining Room of the Madison Building. Now, for the time being, members speak using Skype for Business or Webex.

Launched in January 2019, the DIWG came together in response to the Library's 2019-21 Diversity Plan (<https://go.usa.gov/xfYzu>). "As we work to achieve our mission to engage, inspire and inform Congress and the American people, maintaining a high-quality workforce is paramount," Librarian of Congress Carla Hayden wrote in the plan's introduction. "An important element is developing diversity

and inclusiveness programs that cultivate and support a diverse workforce and ensure an inclusive workplace where all can thrive."

The DIWG bases its approach to promoting a culture of shared commitment to equal employment opportunity (EEO), diversity and inclusion on a data-driven understanding of the Library workforce and workplace. This includes:

- Communicating about issues, accomplishments, concerns and opportunities.
- Identifying effective practices from Library service units and other government agencies.
- Collecting and analyzing data that provide insight on matters of EEO, diversity and inclusion at the Library.
- Developing objectives and activities that are specific, practical and

measurable.

- Making recommendations to the Library's executive committee.

The group's membership is made up of representatives from service units across the Library and from the Library's staff unions. The representatives were nominated for appointment to the DIWG by their service unit heads or directorate.

More information about the DIWG and its activities – including Library workforce analytics; the names of working group members; and a longer version of this article – are available on the website (<https://go.usa.gov/xfYu2>) of the Diversity Programs Office.

Questions? Feel free to reach out to any member of DIWG or email [diversityandinclusion@loc.gov](mailto:diversityandinclusion@loc.gov) about the DIWG or any concerns you may have about diversity and inclusion at the Library. ■

# Virtual Event Identifies Forgotten Silent Films

An online offshoot of a popular film workshop attracted a large and diverse audience.

BY RACHEL DEL GAUDIO

Culpeper's Packard Campus Theater has been dark since March. As COVID-19 spiked in the Washington, D.C., region and the Library canceled public events, the art-deco-style theater halted all regular film screenings beginning with 1935's "The Florentine Dagger," originally scheduled to play on March 12. Also crossed off the calendar was the Packard Campus' annual film identification workshop, Mostly Lost.

Yet, all was not lost. The Moving Image Section was still able to call on the public for assistance in recognizing unknown films from the silent era. Held June 18, Still Mostly Lost offered online viewers a chance to identify a few mystery films themselves. By June 22, 9,000 people had streamed the event, organized with Cinematek Brussels, almost 21,000 times.

A typical Mostly Lost weekend at the Packard Campus Theater draws about 200 people from around the globe talking to each other while a film plays on screen. Oddly enough, instead of being asked to quiet down, audience members are frequently asked to raise their voices so they can be heard by everyone.

As films are screened, the audience chats. Some have laptops open or smartphone screens glaring. All of them are on a mission to identify the title and cast of the unknown film screening before them. The crowd bandies about suggestions of the names of the actors and speculates on the production year based on clothing, cast pairings and plot lines. Simultaneous research helps to narrow down titles. By the time the clip ends, more information has



A dog peers out of a window in one of the films streamed on June 18. To the right is piano accompanist Stéphane Orlando.

been gathered about the film than was previously known. Sometimes, a film is even verifiably identified before the next mystery clip screens.

Films were being gathered for another installment of the wildly successful workshop when the Packard Campus closed to the public. Shortly afterward, I began working closely with Bruno Mestdagh of Cinematek Brussels to organize a virtual event, called Still Mostly Lost. It was not a replacement for the in-person crowd-sourcing Mostly Lost workshop, which is held over several days around Father's Day weekend. Instead, viewers were invited to identify 10 films that had screened at prior Mostly Lost workshops yet remain unidentified.

The virtual event took place on what would have been the first full day of the ninth iteration of Mostly Lost. It was cross-posted on both the Cinematek and the Library of Congress Facebook pages. In lieu of chatting in the crowded theater, viewers entered things they recognized into a comments section. The comments were visible to all spectators. As the films played, they were punctuated by live piano

accompaniment by Cinematek regular Stéphane Orlando.

Joining forces with frequent Mostly Lost contributor Cinematek Brussels guaranteed that the unidentified films would reach viewers who had yet to watch the clips. A title was suggested for one of the unidentified films – we have not yet been able to verify it – and additional information was gathered about several of the other films.

An interesting side note to the virtual event was the age and gender of the spectators, as revealed in Facebook Live demographics. At 19.6 percent, women between the ages of 25 and 34 constituted the largest demographic. Second, at 14.4 percent, were women aged 35 to 44, followed closely by men between the ages of 25 and 34 at 13.3 percent.

These numbers skew more toward women and younger people than the average Mostly Lost viewership. But with each year, the workshop attracts more women as well as more attendees under age 20 than the previous year. We are proud to see that trend continue with Still Mostly Lost. ■



## Mallory Haselberger

*Mal Haselberger earned a master's degree in English literature from the University of Maryland earlier this year. This summer, she is a junior fellow in the Center for Learning, Literacy and Engagement (CLLE).*

### **Tell us a little about your project.**

My project focuses on literary program development for signature Library initiatives, including those related to the national ambassador for young people's literature, the National Book Festival and the U.S. poet laureate. Much of my current work focuses on producing LibGuides about past young people's ambassadors: researching the ambassador's past involvement with Library programs, their signature platforms for bringing young people to reading and everything in between. I have also been tracking social media engagement for the current ambassador, Jason Reynolds, so the Library can respond to patron queries about his "Write. Right. Rite" series and Grab the Mic newsletter.

### **Describe a typical day.**

My day consists of navigating through LibGuides and the Library's

digital collections to compile materials about past young people's ambassadors, including blog posts, press releases, video recordings and selected bibliographic details. I spend most of my time afterward formatting the pertinent resources in the ambassador-specific LibGuides so patrons can access them in the future. In addition, I attend meetings with the other junior fellows in my division, participate in professional development webinars with the Internship and Fellowship Programs (IFP) division and research CLLE initiatives, including the history of the U.S. poet laureate position, which will be used for my group's display at the conclusion of this summer's junior fellows program.

### **What have you encountered of special interest?**

Before beginning the program, I wasn't aware of the young people's ambassadorship and only vaguely recognized the names of many past ambassadors. In researching materials for LibGuides, however, I realized that the ambassadors' picture books, chapter books and novels were more familiar to me than I thought – their works were present in my own childhood and brought back fond memories of my life as an early reader. Rediscovering Kate DiCamillo's "Tale of Despereaux" was a special treat for me, as it was the first long novel I read in the second grade!

I've always been very passionate about literacy and introducing young readers to books that speak to their experiences, so it's been meaningful to see how that rings true to my own background as a lifelong reader, too. I feel honored to help compile resources on the past ambassadors and hope the program will continue to emphasize the importance of reading for young people's futures and how they see the world.

### **What attracted you to the Junior Fellows program?**

I was drawn to the idea of being able to expand my knowledge and skillset in a cultural institution. Much of my experience has been

on the academic side of learning and knowledge production, so it was important to me to intimately understand the role cultural institutions play in providing information and history to patrons.

I'm interested in thinking through the ways in which library collections make their way to the public and are preserved for future access, and I'm excited to be part of a program that can teach me more about how the Library achieves this with its millions of collection items.

While the remote aspect of the fellowship has impacted how I've understood the ways that physical materials are used to interact with patrons, it has been impactful to see the ways that the Library's digital engagement works in collaboration with its in-person holdings.

### **What has your experience been like so far?**

My experience has been truly wonderful so far. Although my fellowship is completed remotely because of the pandemic, I don't feel as though I've missed a lot of opportunities to engage with Library staff – IFP has made it possible for us to learn from divisions and staff members by holding virtual education and professional development sessions each week. In many ways, I feel that we might have a more intimate connection with the Library because everyone is only just an email away!

There have been some challenges with the technological side of things and getting accustomed to interacting with entirely digital collection materials. But, overall, a remote fellowship has been a good learning experience about how to be flexible in these changing times and how to be adaptable in how I receive – and share – knowledge. ■

**Your Employee Personal Page (EPP) is at [www.nfc.usda.gov/epps/](http://www.nfc.usda.gov/epps/)**

## OCIO, CONTINUED FROM 1

important bridge between OCIO directorates and subject-matter experts in service units. It is involved in many projects from start to finish – coordinating efforts, tracking status and raising issues to ensure that a project comes to fruition.

The first order of business for project managers is crafting the cornerstone of every successful project, a charter. It is a carefully thought-out document that defines the project’s scope, stakeholders, cost, schedule and other important details. The charter is crucial both because it codifies an understanding of what will be done and by whom and because it helps everyone involved begin work with a sense of shared vision and purpose.

Once a project is chartered, the project manager holds weekly meetings, drafts regular reports and collaborates with developers, technical specialists, business experts and key stakeholders to ensure progress is meeting expectations. When it isn’t, the manager brings the right people to the table to fix the problem.

Following industry best practices and federal guidelines, the Library has established detailed processes and procedures PMO uses to manage IT projects, including directives titled Project Management Life Cycle (<https://go.usa.gov/xf2R4>) and Systems Development Life Cycle (<https://go.usa.gov/xf2Rj>). These IT directives are bolstered by a core philosophy that plays a key role in shaping how OCIO approaches its work: agile.

Taking an agile approach to application development means remaining flexible and rejecting rigid targets and planning. Instead, the goal is to constantly adapt to manage risks and embrace innovation and changing needs. Under the Library’s agile practice, IT projects are developed incrementally; small successes build up toward an overarching goal.

It is PMO’s responsibility to bring

incremental tasks together while maintaining a holistic view of each project. Throughout a project’s lifecycle, individual milestones are tracked and a “risk register” is continuously updated to identify potential issues and challenges that may arise and ways to deal with them if they do. These management practices – which are defined and repeatable – ensure that project managers are able to keep projects on track and stay ahead of possible issues that could slow down their teams.

PMO staff hail from a wide range of backgrounds, but they all share a strong skillset emphasizing team organization, time management and interpersonal communication. Project managers continuously study the evolving standards and guidelines of the field. And while a depth of technical knowledge isn’t a requirement for being a successful project manager at the Library, managers’ familiarity with development processes and IT concepts ensures everyone involved in a project has a

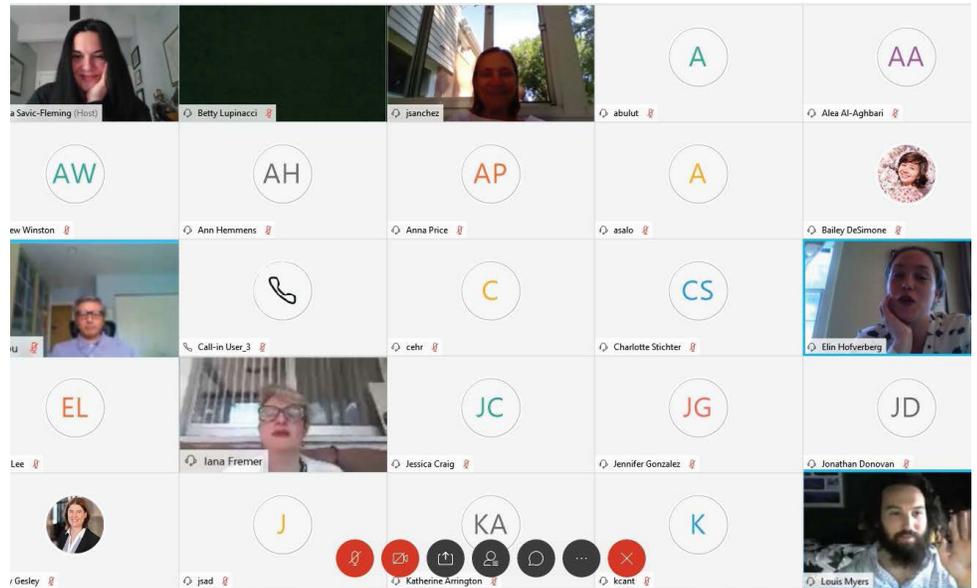
common frame for how it’s coming together.

During the pandemic, PMO has kept nearly four dozen IT projects going strong even as the Library has had to adjust to working under unprecedented circumstances. The team has gone out of its way to ensure that its established principles of testing, learning and adaptation can easily be adopted by others across the Library looking to take more control over their own projects.

With that in mind, PMO has made its downloadable practitioner handbook and other training resources (<https://go.usa.gov/xf2Nc>) available to everyone at the Library.

“The PMO’s principles are all about helping teams work more efficiently and drive toward a common goal,” Washington said. “We’d consider it a great testament to our methods if our work can help other staff at the Library achieve their missions.” ■

## LAW LIBRARY CELEBRATES MILESTONE



Law Librarian Jane Sánchez (top row, third from left) hosted a virtual celebration on July 14 to mark the Law Library’s 188th anniversary. The event also served as a meet-and-greet for newly hired staff. The library will continue the celebration by highlighting on Facebook and Twitter collections patrons can access from home.