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No Going Back?…
Outsourcing Information services

Presented by

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No going back…Outsourcing

Day will cover:

- The background to outsourcing and externalization

- Questions to ask before outsourcing

- Carrying out an Information Audit and using the results

- Advantages and disadvantages

- Information ownership; using an information service provider

- Copyright, Licences and contract period and service level agreements and keeping the agreements on target

- Keeping staff and users happy

- Communications!

No going back…Outsourcing

Programme will cover:

■ 10.00 - 10.30   Introduction to outsourcing and externalization including definitions - the pros and cons

■10.30 - 11.00   Carrying out an information audit

■11.00 -11.30   Using the results of the information audit

■11.30 - 11.45   Break

■11.45 - 12.30   Breakout session - work in groups and feedback from each group

■12.30 - 13.00   Question of information ownership and using an information provider

■13.00 - 14.00   Lunch break

No going back…Outsourcing

Programme will cover:

- 14.00 - 14.20   How to outsource - selecting the supplier, making the agreement

- 14.20 - 14.45   Copyright, licences and contract period, service level agreements

- 14.45 - 15.15   What to include in the agreement - and keeping everyone involved and the agreement on target

- 15.15 - 16.00   Breakout session - work in groups and feedback from each Group include **the afternoon break**

- 16.00 - 16.15 Keeping staff and customers happy

- 16.15 - 16.30 Questions/answers/debate and summary

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10.00 – 10.30 Introduction to outsourcing and externalization

- Outsourcing and externalization – how long in use … many examples over the decades

- Routine book servicing tasks.. labelling, bookbinding, fitting jackets etc

- Pre-Book selection, journals subscriptions

- Cataloguing

- Support services – IT

- Security, cleaning and maintenance

10.00 – 10.30 Introduction to outsourcing and externalization

■ Definitions

■ *Outsourcing is allowing another person or organization to provide a service or part of a service previously carried out inside the LIS/organization, usually on a contractual basis.*

■ *Externalization is the delivery of a complete service, including the staffing and possibly the relocation of the service away from the purchaser's premises, by an external supplier.*

■ Why do libraries and information services use outsourcing? ……..

10.00 – 10.30 Introduction to outsourcing and externalization

■ Pros and cons and minimizing the risks

■ Sufficient large supplier base able to offer services

■ Large enough number of suppliers are prepared to make a bid at a reasonable price

■ You have the resources to manage the resulting agreement or contract

■ Question of ownership of the service, stock, and even the staff

10.30 – 11.00 Be Brutal -Carrying out an information audit

- What quality systems are in place?

- What is the level of staff knowledge and experience?

- What products does the service provide,

- What is in its future business plan?

- It will need to be brutal in its appraisal of its services and systems and must strive to improve, through training of staff, through innovation, and through constantly asking questions such as:

10.30 – 11.00 Be Brutal -Carrying out an information audit

- *What is the core business?*

- *How are we are doing?*

- *Why is this job done, need it be continued, can the need for it be avoided?*

- *How is it done, why this way? can a better way be found?*

- *When is it done, why then? can a better time be found?*

- *Where is it done, why there? can a better place be found?*

- *Who does this job? why is it done by them/him/her? is there someone else inside the organization or outside, who can do this job?*

- *Are the staff able to deliver the services/products - what training will be needed?*

10.30 – 11.00 Be Brutal -Carrying out an information audit

■Where the question has been asked with the word "can?" ask it again with the word "should?"

■This will open up two further issues for decision, depending on the answer to the question containing the word "can?"

■ If the answer was "no", is it worth investing to find out whether a way can be found to do things better,

■ And if the answer was "yes", does it follow that the service should go to the alternative supplier or means of providing the service?

10.30 – 11.00 Be Brutal - Carrying out an information audit

■ In order to achieve the quality of service and the performance targets you will have to make your customers aware that they too have a role to play. Customers should:

■ *be aware of what the information service can do*

■ *identify their information problems/needs*

■ *agree to bring them to the information service as first port of call*

■ *communicate them to the information service staff and discuss them as required*

■ *give feedback to the information service*

■ *keep information service staff aware of their changing subject interests*

■ *involve the information service in projects that have information implications*

10.30 – 11.00 Be Brutal - Carrying out an information audit

■ At the end of the day it is the customer who really decides the quality of the services, by:

■ *making demands for improvements on an existing service*

■ *asking for new services*

■ *showing a willingness to co-operate*

11.00 -11.30   Using the results of the information audit

An information audit provides the organization with a wealth of important data

such as:

- **■**   what information exists within the organization

- **■**   where it is located

- **■**   how many sections within the organization or the community being served have their own collections of information, or have an official branch of the information service

- **■** what information the organization needs and when it is needed

- **■** who uses it

- **■** what gaps exist

11.00 -11.30   Using the results of the information audit

- where potential customers for information are in the organization

- using the results of the information audit continued…

- why people use a particular service or source of information in preference to others

- why some people use the service frequently or occasionally

- why some people never use the service

- how to produce the information in the format needed

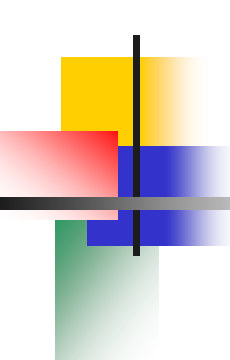- what training is needed for both staff and users

11.00 – 11.30 Using the results of the information audit

■ why people use a particular service or source of information in preference to others

■ why some people use the service frequently or occasionally

■ why some people never use the service

■ how to produce the information in the format needed

■ what training is needed for both staff and users

■ Armed with this data, the LIS manager can begin to put together the range of services that will meet the needs of the greatest number of users in the most cost effective way.
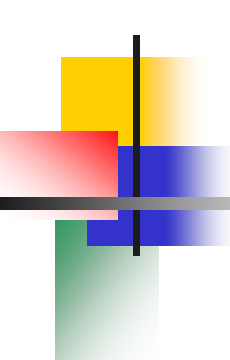
No Going Back…. Outsourcing…….

- 11.30 - 11.45   Break

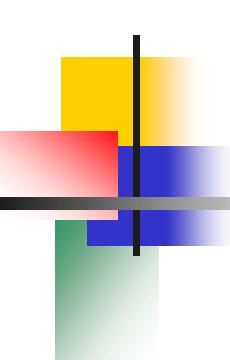- 11.45 - 12.30   Breakout session - work in groups and feedback from each group

12.30 - 13.00   Question of information ownership and using an information provider

- Question of ownership… of service… stock and even staff

- Information technology and ISPs

- Technical services – e.g. cataloguing – standard services

- Collection development e.g. Liverpool experiment

- Document delivery

- Enquiry services

- Preservation

12.30 - 13.00 Question of information ownership and using an information provider

■ Authority for the reuse of information … European Directive

■Existence of collecting societies – Copyright Licensing Agency, Newspaper Licensing Agency, Educational Recording Agency….

■ Avoid the need to reach many separate agreements

■ Use of a specialist agent looks like a sensible approach to complex question

■ Case study of a service provider such as Swets

12.30 - 13.00   Question of information ownership and using an information provider
Advantages and Disadvantages and other points

■Minimizing the risk….by ensuring that there is a sufficiently large supplier base able to offer the service;

■ that a large enough number of them are prepared to make a bid at a reasonable price;

■ that you have the resources to manage the resulting agreement or contract

■ Flexible specification ..If you draw up a specification so inflexible that it leads you into a one-to-one agreement with an inexperienced or poor supplier, you have effectively cut off the possibility of any worthwhile service development.

■ Similarly if you choose to enter an area where there is only one supplier, you are at risk if that company's fortunes fail, and may find yourselves subject to unexpected price rises or shortfalls in service quality.

Outsourcing…….

- Lunch break

14.00 – 14.20   Outsourcing…….How to outsource selecting the supplier, making the agreement

- Selecting the suppliers

- Making the agreements must involve your legal and financial departments

- Copyright, Freedom of Information, licences and other documents

- Contract period

- Other services to outsource

- **Scheduling the agreement – the PLAN with timing**

- **Do not underestimate the time it will take**

- **Selecting the suppliers – use the various sources e.g. CILIP Buyers' Guide, adverts, word of mouth!!!**

- **Making the agreements must involve your legal and financial departments**

- **Contract period**

- **Other services to outsource**

- **Among the types of supplier organisation that might wish to bid are these:**

  - **specialist library and information consultancies**

  - **specialist library materials suppliers**

  - **facilities management companies**

  - **other libraries, e.g. national libraries, other libraries in the sector, specialist libraries**

14.45 – 15.15…….Outsourcing, suppliers …and evaluation of bids

■ The bid evaluation is likely to be managed in line with your organisation's rules on tendering and contracting - But consider these also

■ How closely does the bid match what you specified? Has it met all the essential requirements, and how does it deal with desirable requirements?

■ What weighting do you give to the various elements listed in the specification? In other words, would you give more weight to (say) a supplier who offered to provide and maintain a library computer installation with a two hour maximum time to fix than to one who offered a four hour time to fix? And if so, how is that reflected in the weighting for the importance of cost?

■ What has the supplier offered you that you weren't expecting? Has he for example thrown in an offer of free book servicing as well as a price discount

14.45 – 15.15 …. Outsourcing…….evaluation

- How much confidence do you have in the supplier's promises?

- Are there factors (like geographic location) that make you doubt that the service can be delivered as offered and does the supplier say how these will be overcome? (One of us has seen a bid that in effect said "we can't do what you want, but if you award us the business we'll set up a UK subsidiary to serve you" – a great promise but how long would it take to put into effect and to be running well enough to provide the service quality wanted?)

- You could set these and other selection criteria out in a table to help you

- Making the agreements must involve your legal and financial departments

- Contract period – decide what is right for you …

- Other services to outsource

14.45 – 15.15 Outsourcing Agreements – what to include

What to include in your outsourcing agreement … basic objectives:

- it states what the customer needs by providing a service statement

- it shows the mechanics and processes of fulfilling those needs

- it describes the quantities of work to be handled

- the ways of measuring them

In doing this it:

- records what the purchaser wishes to buy and therefore what the supplier is expected to provide

- describes the agreed services in such a way that it is precise enough to act as an agreement but not so prescriptive that it prevents service development or precludes negotiated change to improve service

- Service monitoring includes

- The people involved in the work

- What the monitoring reports should contain

- Regular meetings between suppliers … meaningful meetings!

- Defining service failure

- What happens when there is Service failure….

- Acting on the reports

- Settling in period

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Service monitoring includes

- Dealing with recurring problems – why these are happening

- Is the specification wrong? Impossible targets?

- Is there a problem with a third party? e.g. telephone company, ISP… may require re-negotiation with supplier

- Is there a problem with your expectations? Staff, customers misunderstanding what is happening?

- Is there a problem with the supplier? Their systems, staff

- Setting new timetable for remedy

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14.45 – 15.15   Outsourcing……. Agreements

■   "Commercial" see Pantry and Griffiths books published by Facet Publishing www.facetpublishing.co.uk also on www.sheilapantry.com.books

■   *Managing Outsourcing in library and information services*

■   *The Complete Guide to Preparing and Implementing Service Level Agreements*

14.45 – 15.15 Outsourcing……. Agreements

- Keeping people in the picture

- What agreements do not do

- Negotiating and signing the agreement

- Strategies for reaching agreements

- Managing multiple agreements

- Monitoring agreements
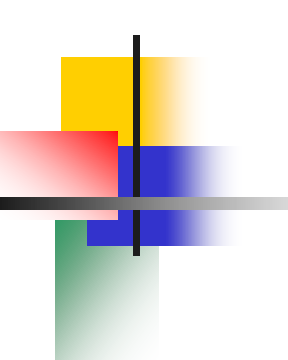
15.15 – 16.00 Outsourcing…….

- Breakout session including tea break

- and feedback

16.00 – 16.15 Outsourcing…Keeping staff and users happy and informed

Outsourcing agreements and keeping the agreements on target

- Keeping staff happy   - continuous dialogue

- and users happy – continuous dialogue – remember requirements change

- Keep the agreements on target including service monitoring

- Communicate, Communicate and Communicate again!

16.15 – 16.30 Outsourcing….
Questions/answers and summary

■   We hope that we have helped you to think about the Questions to ask before outsourcing is attempted

■ Information Audit and the results

■ Advantages and disadvantages

■ Information ownership; using an information service provider

■ Outsourcing agreements and keeping the agreements on target

■ Keeping staff and users happy

■ Communications!

■ Need to continually examine the current situation and ensure that information collection and access is adequately funded

No Going Back - Outsourcing

Remember -

- Work smarter not harder

- Be flexible in your approach to change

- Use outsourcing to access the supplier's knowledge and experience

- There are benefits but they may take time to show

- Adopt technologies that help you deliver your information services and keep them at the leading edge

- Tell people what's happening - then tell them again!

No Going Back…. Outsourcing…

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No Going Back…. Outsourcing… Breakout session 1 - morning

Helping customers to express what they want ….think around these headings…

• How would you get your customers to express what they want an outsourced service to deliver?

• What answers do you think you would get?

• Would you be likely to be surprised by any of them?

• Can you meet all they want?

• Would your customers pay to get what they want?

• Would it make any difference knowing that the money would pay an external supplier?

• Are there different issues for electronic and printed sources?

No Going Back…. Outsourcing…
Breakout session 2 - afternoon

- **What's important in outsourcing for your service?**

- **What are the barriers to outsourcing?**

- **What are the benefits? (To the customers and the staff)**

- **How can you use your (staff's) Library Information Professional's skills in outsourcing?**

- **How would you represent the customer's interests to the suppliers?**

- **Are there different issues for electronic and printed sources? (Same question as in the morning by may have different implications)**