

[Dalianz Survey 2007] Outsourcing part or all of monographs processing

Original survey question below

Hi All,

Diane has asked if this could be a CAUL survey. I am willing to do this. Please note CAUL surveys are open to everyone on the web.

So, can you please indicate if you are happy for your responses to be part of a CAUL survey. I will treat your responses accordingly.

For those who have responded already, I will treat them as confidential until you advise me otherwise.

Deadline for responses is Friday, 16th February.

Questions:

1) Has anyone outsourced part or all of monographs or print serials ordering, cataloguing, processing, receipting, delivery to an outside body? Please provide details of the activities outsourced.

If so:

- 1) What were/are the positives/negatives?
- 2) Any unexpected consequences?
- 3) Things to look out for?
- 4) Clauses that should be placed in contracts?
- 5) Performance and other review mechanisms?

For functions kept internal:

- 1) Are you considering outsourcing any functions?
- 2) What would be the drivers for you to consider outsourcing any of these functions?

I am aware of the theory of mapping high value to low value services against staff competence / industry best practise and whether to keep internal(retrain etc)/partner/outsourced.

I am more interested in how these initiatives have actually panned out for people.

I want to get a sense of what works well, what doesn't work and the practical reality of managing outsourced services.

Interested in all your comments, please add any comments not covered by the questions that you feel are relevant.

Regards Anthony.

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"They that can give up essential liberty to obtain a little temporary safety deserve neither liberty nor safety."

INSTITUTION	RESPONSE
AUT	<p>Dear Anthony</p> <p>Your email was forwarded to me by Lorraine Shepherd. These are my own views as Manager of Bibliographic Services at the AUT Library:</p> <p>We outsource processing to print serials and monographs from our major vendors and agents -Blackwells, Yankee Book Peddler, Ebsco and Blackwells. The main positives are getting the books and serials out onto the shelves more rapidly and a saving of staff time which can then be directed to other services and projects. The negative is the cost of materials and labour by the supplying agency but this would in any case have to be covered by library staff if it was done in-houses, and has to be weighed against the benefits.</p> <p>You might be interested to know that at the AUT Library outsourcing is combined with online invoicing, automated uploading of holdings to Te Puna (the National Bibliographic Database of New Zealand), and downloading of full bibliographic records from Te Puna to our own library catalogue. This means that a book is shelf-ready from the moment it is checked in, usually within a few days of delivery. There are still a few coming in requiring minor adjustments but these are becoming a rare breed.</p> <p>No unexpected consequences of outsourcing processing that I'm aware of, though outsourced processing was already in place before I joined the AUT Library. What I have learned since is a vendor needs to be able to do the following:</p> <ul style="list-style-type: none"> * understand what you want and is able to provide it *give you an accurate and transparent quote (and gives plenty of notice of price changes) * flexible enough to adjust to changes in your requirements *respond quickly to problems when they occur * in an ideal world, they would be willing to robustly tackle problems which arise from their own procedures <p>We meet with our own vendors no more than twice annually to discuss out-sourced processing but they will deal with problems that arise at any time. One thing a library has to take responsibility for is telling vendors about problems immediately - they can't fix what they don't know about.</p> <p>I hope this has been helpful. My best wishes to yourself and your colleagues.</p> <p>Claire Gabriel Manager, Bibliographic Services AUT University Library WA Building B-30 The Learning Centre 55 Wellesley Street East Auckland City 00 64-9-921-9999 ext.8288 (ph) 00 64-9-921 9977 (fax)</p>

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Bond	<p>Hi Anthony, As from this year we will be subscribing to shelf-ready services from two of our major vendors, accounting for roughly 60% of our monograph processing. We are still in the very early stages of setting this up with the vendors and therefore cannot really comment on your questions yet. Gail White, our Information Resources Librarian, is managing the process with the vendors and may be able to answer some of your questions later in the year.</p> <p>Regards, Mark</p> <p>Mark Sutherland Associate Director, Information Access Services Bond University Library Gold Coast Qld. 4229 AUSTRALIA Tel: +61 7 5595 1401 Fax: +61 7 5595 1480 Mobile: 0410 036 425 Email: mark DOT sutherland AT bond DOT edu DOT au Website: http://www.bond.edu.au/library</p>
Murdoch	<p>Hello Anthony, We've outsourced cataloguing services for some years now to two of our major monograph vendors, as part of a regional purchasing consortium deal involving UWA, Curtin, ECU and ourselves at Murdoch. Not all members of the consortium use our vendors to supply cataloguing records etc.</p> <p>The vendors supply a file of Marc records which match with books supplied. On loading the file of Marc records (which includes invoice information) the order records are updated and item records are created.</p> <p>Positives:Savings in staff time at the acquisitions and copy cataloguing Level Necessary) negative is the time taken by a staff member at a higher classificatin level to monitor this activity (done as part of overall quality control measures) and to follow up any issues with the vendors.</p> <p>Overall I'd recommend it, otherwise I don't know how we would have survived with increasing acquisitions activity and static staff budgets! Do get your specification for catalogue records as clear as possible at the outset with the vendor and be prepared to fine tune several times. Decide what you absolutely must have in a bib record, and what you can live without.</p> <p>No unexpected consequences that I can remember! We don't have a formal contract so I can't help with clauses.</p> <p>Performance reviews are essential in my opinion (in addition to feedback on problems as they occur). We have annual or 6 monthly meetings as part of the consortium purchasing review meetings.</p> <p>We shortly will commence outsourcing some physical processing activities with one of these vendors (so that books come with barcodes and tattletapes affixed, and hardbacks have dust jackets covered).</p> <p>Activities retained as internal: classification numbers and spine labelling. Drivers here are the amount of DDC available in copy records, and agreement by the University community to adopt standard DDC classification.</p> <p>What we hope to achieve this year is more integrated handling of this material (presently shared between acquisitions and cataloguing staff) so that one person handles a shipment from start to finish. So a staff training issue. Currently acquisitions staff import and load the files, while cataloguing staff check and construct call numbers, location codes etc. Regarding internal workflow, we initially had three separate streams for processing, one for each vendor supplying records and another for minor vendors who did not supply us with catalogue records.</p>

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	<p>As we grew more familiar with the processes involved, the separate streams were amalgamated into one again. Now we will be setting up a separate stream again for material from the vendor who will end process for us.....</p> <p>I'm happy to have these comments on the web (I have avoided using any vendor names but am happy to forward them to you if are interested).</p> <p>Best regards, Del</p> <p>Del Shiers <D DOT Shiers AT murdoch DOT edu DOT au></p>
UC	<p>Anthony UC Library is happy for our response to be part of a CAUL Survey. UC outsources print serials end processing to 2 different agencies.</p> <p>Their rates vary and our negotiated charges are built into the invoiced rate per title. One model calculates on-costs per title, the other by issue. Overall, there are clear advantages of receiving material that is shelf ready. Suppliers differ in terms of following up on missing issues/claiming. Overall we are very pleased with the service.</p> <p>The advantage for us has been to shift the cost of end processing to a resource cost rather than a staffing (or human resource) cost.</p> <p>The UC Library is trialling the outsourcing of monographs end processing for about 10% of new resources during 2007. We will be in a better position to provide feedback to this component of our business activities in 12 months.</p> <p>As part of our Service Agreement with our suppliers we undertake 6-monthly reviews of all services and take this opportunity to identify service issues for us as the client. This is the methodology we use to evaluate the performance.</p> <p>We are investigating and trialling the possibility of outsourcing cataloguing as well as end processing in the future for 2 reasons:</p> <ol style="list-style-type: none"> 1. the age profile of staff in the information industry with these skills will result in a skills gap in the next 5 years and is not an area of the industry that young graduates are seeking to specialise in. 2. our focus is what the Library contributes to the overall learning experience in the University which means a greater concentration on information literacy related activities within the industry that are associated with graduate attributes. From a management perspective, we would prefer to take the risk of an item not being classified to a high level of accuracy than to know that a face-to-face service has sent a client away with a negative experience of developing their information seeking abilities. The return on investment of developing quality service that enhance research skills of clients is far greater than to invest in creating precise catalogue records. There are also many services available both nationally and internationally that can support this skills gap if necessary. <p>In an environment of ever diminishing human resources and an expectation to take on additional functions, the UC Library's perspective is one of "which set of problems are we prepared to live with". In the current climate it would be wiser to outsource those functions you have listed below and to invest more in building the skills that cannot be so readily outsourced.</p> <p>I hope this is the type of information you are seeking and believe I have responded to the majority of questions outlined below.</p> <p>Helena</p>

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	<p>Helena Zobec Associate Librarian University of Canberra ACT 2601 Ph: (02) 62015632 Fax: (02) 62015301 Email: helena DOT zobec AT canberra DOT edu DOT au Australian Government Higher Education Registered Provider Number (CRICOS): 00212K</p>
UNE	<p>Dear Anthony</p> <p>Here at UNE we are in identical straits.</p> <p>We are just getting our feet wet by outsourcing some of the physical processing of monographs supplied by two of our major suppliers, and ceasing other aspects all together. To be specific, we are ceasing putting loan slips in books (the advent of a self check machine with printed receipts) and excess ownership stamping. Tattletaping and one ownership stamp will be done by our major vendors. Barcoding will still be done locally, while the jury is still out on spine labels. The request forms are still on my desk and are fairly specific and flexible. We already use a consolidation service for some of our serials, and this has proven adequate. Will be interested in reading what responses you gather</p> <p>Regards Warren</p> <p>Warren Gilson Technical Services Librarian Dixson Library, University of New England Armidale NSW 2351 AUSTRALIA ph. +61 2 6773 2208 fax +61 2 6773 2291 wgilson AT une DOT edu DOT au</p>
UWS	<p>Questions:</p> <p>1) Has anyone outsourced part or all of monographs or print serials ordering, cataloguing, processing, receipting, delivery to an outside body?</p> <p>Please provide details of the activities outsourced. Tattletaping and stamping of books is outsourced to our major suppliers. Print serial orders are placed through our subscription agent.</p> <p>Until January 2007, serial delivery, claiming and processing (stamped, call no. and label added) were outsourced to our agent. With the decrease in print serials, this is no longer economically viable and is now undertaken in house.</p> <p>If so:</p> <p>1) What were/are the positives/negatives? + Saves staff time in stamping, tattletaping etc. - With fewer serial issues, cost per title is not affordable.</p> <p>2) Any unexpected consequences? No.</p> <p>3) Things to look out for? Need to be confident that your suppliers are accurate or if an error in supply is theirs, they will accept a return even if the item has your institutional ownership stamps. Periodic quality checks eg placement of labels (not covering information!). Quality of tattletapes – not all tattletapes are compatible across systems (as we discovered to our</p>

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	<p>cost!) Increase in cost for drop in volume.</p> <p>4) Clauses that should be placed in contracts? See above.</p> <p>5) Performance and other review mechanisms? See above.</p> <p>For functions kept internal: 1) Are you considering outsourcing any functions? Not at this point.</p> <p>2) What would be the drivers for you to consider outsourcing any of these functions? Massive reduction in staffing budgets with no concomitant reduction in materials budget.</p> <p>Robyn Robyn Benjamin <R DOT Benjamin AT uws DOT edu DOT au></p>