

THE USE OF OUTSOURCING IN POLISH HIGHER EDUCATION LIBRARIES IN THE LIGHT OF SURVEY RESEARCH

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ABSTRACT: The article presents the results of survey research conducted in Polish higher education libraries, was aimed at assessing the scale of outsourcing. What it analyzed was the current scope of outsourcing, how it can be implemented, the obstacles the interviewees perceive in the carrying out of these plans and the results they expect to achieve by making recourse to outsourcing. Research has shown that outsourcing is currently used in a limited and sporadic way in terms of solving individual problems or providing particular services, but not as an element of strategic management. What is striking is the lack of expectations on the part of library organizers in terms of searching for and applying for outsourcing solutions. The research indicates the necessity for further education in this field among both current library workers and the students of library science.

For the past decade or so, significant transformations have taken place in the perception of library management. Many terms and solutions have been introduced or attempted to be introduced into librarianship, including transferring solutions which were originally devised for manufacturing and commercial companies, including the banking sector. In Polish subject literature, we can find a considerable number of works dedicated to this subject matter (e.g. Głowacka, 2000; Huczek, 2003; Zybert, 2004; Sapa, 2005; Sidor, 2005; Wojciechowska, 2006). Against this background, the problem of outsourcing in libraries seems to be a remote

issue. In the article *Outsourcing w bibliotekach* [Outsourcing in the Libraries] (Jazdon, 2006), I presented the principally positive outsourcing experiences of selected libraries throughout the world and called for the need to carry out survey research in Polish higher education libraries relating to all aspects of outsourcing. What proved interesting was the specification of the extent to which these libraries had already made recourse to outsourcing solutions or were planning to implement them. In turn, this work adjudged the extent to which library managers see the potential of outsourcing in key functioning scopes in terms of pros and cons. At the same time, the research was intended to indicate the extent to which this problem is simply recognizable and the extent to which the use of outsourcing is regarded as an important element of strategic management. That it is why the survey had been preceded only with a brief letter explaining the aim of the research. The terms or questions used in the questionnaire, however, had not been commented on. In the question concerning the scope of outsourcing, some practical aspects were deliberately omitted since they had been touched on in the questions relating to external commissions, thus enabling the research to assess the scope of commissions. Indeed, it had previously been assumed that outsourcing was only a new phenomenon in librarianship and that certain outsourcing operations were carried out without realizing that they fall into such a category. The results of the research seem to overwhelmingly confirm this assumption.

The electronic survey was sent to over 80 university libraries, and we received 31 answers. This unsatisfactory response can be put down to the said novelty of outsourcing. The survey was relatively detailed and perhaps the lack of knowledge about outsourcing did not allow respondents to choose or indicate appropriate answers.

The majority of questionnaire forms were sent back by university libraries (10), university of technology libraries (7), economics school libraries (4) and libraries at medical and physical education academies (each of them sent back 3 questionnaires). The remaining ones included single answers from agricultural schools, fine arts academies, a former pedagogical school and one private school of a “mixed” (technical and humanistic) nature.

The first question was intended to enable libraries to elaborate in written form on their operation strategy and mission, and verify if they included outsourcing (contract or capital) in their operational strategy. The research showed that only (or maybe as many as) 9 libraries possess a document outlining such a strategy, whereas 17 libraries have a mission set out

in detail. The second indicator may be considered satisfactory, taking into account the fact that mission specification should constitute a starting point for strategic elaboration and library management. However, only two out of all the libraries revealed that outsourcing was an integral part of their operational strategy. At the same time, the question did not concern outsourcing's inclusion in the above-mentioned document but rather the adoption of an assumption that it is or will be used in practice. It can be stated quite unambiguously, therefore, that at present outsourcing is rarely used as a method of strategic management and is rather treated only as an option which allows libraries to conduct certain detailed operational scopes (Gay & Essinger, 2002). As answers to further questions indicate, libraries frequently outsource aspect of their services or tasks. The interviewees, however, unanimously indicated the type of external commissions they use and are intending to use, for as many as 27 (with 4 votes against) chose commissioning independent external entities to carry out tasks, i.e. contract outsourcing, whereas only 2 chose capital outsourcing (commissioning services to the "daughter company" belonging to the library). We shall further assess the ramifications of these answers once we have analyzed the answers to questions about the expected benefits of outsourcing.

In the subsequent question, 29 allocated scopes of the possible and most probable use of outsourcing in library operations were presented. It asked the interviewees to indicate which of them were currently being conducted in the form of commissions and which were going to be conducted using external commissions, regularly or temporarily, as a system solution. It also created the possibility of adding other potential areas of its use, which was supposed to reveal the degree of familiarity with outsourcing and the awareness of its use in everyday operations. The analysis of answers provokes rather sombre afterthoughts since while indicating (in different scopes) the use of outsourcing in as many as 28 out of the 29 provided options, few libraries independently added scopes of its use which are so often encountered in practice, such as commissioning reprographic services (4 answers) or bookbinding services (2). The only way in which this can be interpreted is that in practice we use outsourcing without actually being aware that we are doing so. We do not think about this phenomenon in detail, nor do we analyze the possible benefits resulting from its implementation, which confirms in us the belief that outsourcing is not being used as an element of strategic management. Revealed in the final part of the questionnaire, it is thought that outsourcing can benefit the library. This leaves it up to library managers and the teachers of librarians to arrive at the correct recognition and efficient use of this solution.

It comes as no surprise that the most frequently used scope of its use was magazine subscription attendance (21) and, in addition, it was described as a regular operation as many as 16 times. The following scopes were indicated almost as often: computer device service (19), other technical equipment service (18) and the conservation of collections (17). This group of task scopes should also include the protection of buildings (15). However, as far as administrative work is concerned, one may be surprised by the relatively rare use of outsourcing in terms of transport organization (9) and edifice cleaning and upkeep (6), which, in the case of other branches, constitutes a task which is frequently commissioned to external entities. Among other substantive works of interest is IT service as a group with an average number of indications (11); other commissions include: translations, publishing works and systematic staff training (9 each), digitalization (7), resource organization (collecting and conducting magazine subscription – 7) and microfilming (6). It is surprising that the organization of training was also included in this group. On the basis of everyday observation, it seems that we take advantage of trainings organized by other libraries but we do not look for external providers of training services, largely because of the significant costs entailed. It also probably results from the growing awareness on the part of library managers of the necessity to organize increasingly specialist trainings which include wider groups of workers than it used to be. At the same time, it is worth mentioning that this service was largely indicated as a regular commission, and not as a temporary one! Nevertheless, what is surprising is the less frequent indication of digitalization and microfilming, since these services are ideally suited to being commissioned to specialized external entities. Still, contrary to the previous case, we can note here that the majority of respondents perceive their commission only as a temporary service. With regard to digitalization, it can also be pointed out that a further 8 libraries declared that they intend to solve this problem in the form of external commissions, which results from the development of this form of activity. Within the last group of tasks with the smallest number of indications we may find as follows: database creation (5), website administration (4), information update in the databases (4), external means acquisition (4), other IT services commissioning (3), formal cataloguing, literature classification, promotional activity, surveying user needs, simple technical works and tender organization (all of them – 2 indications each). With regard to formal cataloguing or literature classification, we may wonder to what extent we are unaware of the fact that cooperation within the framework of NUKAT with OCLC, CERL and other associations of the kind, bears all the hallmarks of outsourcing. We can find a few indications of these

operational areas in the research. Obviously, we continue to use chargeable access to the above-mentioned foreign databases in a limited way. However, our cooperation with NUKAT, in the case of most libraries, assumes the specific form of so-called cosourcing, wherein an element of authentic cooperation occurs between equivalent partners, whereas the success of appointing parties depends on their ability to maintain good mutual relations and understand their goals and needs, as well as pertaining to their willingness to cooperate. Each party gains something from the activity of other parties, at the same time providing them with some part of work they have done. A certain group of libraries collect descriptions only and fail to create any records on their own. Nevertheless, we can put this fact down to outsourcing in both cases.

It is typical, however, that apart from the above-mentioned aspects (subscription, collection conservation, staff training and edifice protection), the current or anticipated use of outsourcing is limited to temporary commissions in other scopes. Chronologically, we have been making recourse to outsourcing since the late 1990s. There are also libraries which have a much longer experience in this area. Rejecting the unspecified answers such as “for always” (conservation, editorial work, translations), it can be pointed out that the following tasks were carried out in accordance with the following timeline: bookbinding and technical device servicing (late 1940s and 1950s), collection conservation and publishing work commission (1970s), magazine subscription attendance, one library – in the field of formal cataloguing and classification (since the beginning of the 1980s), building conservation (1980s), information service, computer devices service and database creation (1990s).

The results of the research can be compared (taking into account the detail level and character of the questions) to those carried out in French libraries (Martin et al., 2003). Their results show that 87% of libraries outsource on a regular basis and in many scopes of activity. The most frequently commissioned task, which has also been applied for the longest period of time and – as it is stressed – deeply rooted in practice, is the management of collections, understood as their purchase, creation of descriptions, other related issues, used by almost 46% of those libraries surveyed. About 20% of libraries commission the current supervision of documents, i.e. binding and digitalization, whereas about 12 –13% of them are involved in press reviews, information search and archive management. The tasks which are considered crucial, such as completing databases, collecting and compiling documents and information synthesis on that basis, were largely carried out independently (only about 10% of indications

as outsourcing tasks). Similarly, running the website (11%), document classification (7%), microfilming, surveying user satisfaction and the least frequent translation commissioning (0.6%) also belong to independently conducted tasks. In the summary, they stressed the noticeable trend of commissioning tasks of a smaller value as well as those functions which libraries can seldom carry out with their own means. Historically, services which have been commissioned for the longest period of time include binding, magazine subscription attendance and microfilming, press reviewing, searching materials in a given subject matter, and document synthesis. Those tasks which are systematically commissioned include those connected with subscription attendance, press reviews, binding and digitalization, whereas the remaining ones are commissioned on an occasional basis.

It can be stated, therefore, that in certain scopes we can observe a similarity of behaviour, whereas in others a significant distinctiveness. To summarise research presented in the 1999 ALA report, it was stated that outsourcing was routinely used in response to specific needs, such as: joint purchase within the framework of consortia, bookbinding, maintenance services, cataloguing (e.g. of maps, collections in foreign languages, atypical materials) or collecting (only in terms of instant collection creation). As a result, we can see a slightly different emphasis of distribution.

Another crucial issue was supposed to provide an answer to the question about the potential benefits of outsourcing. In this case, they suggested a list of 25 typical indications, leaving space also for the respondents' own ideas concerning expected results. However, this possibility was not taken up. From the catalogue of suggested answers, respondents most often chose such similar options as acquiring external specialists for the purpose of cooperation as well as complementing their own activity in the case of a lack of competent staff (26 indications each). Two other options were chosen almost as frequently (referring to the last one from the abovementioned ones), i.e. complementing their own activity in the case of a lack of equipment (24) and suitable sources (22), the dismissal of unwanted services and functions which are of low value or rarely done (23) and making it possible to concentrate on their basic activity (22). These, the most frequent answers, do not have to be commented on. When there is no staff, no equipment or other resources, we look for an external contractor. Equally so, we commission tasks which are difficult, unrewarding or of minor importance. It should be noted, however, that we want to do it in order to concentrate on the hitherto basic activity. It obviously has an advantage, but it is a pity that to a lesser extent we

want to use external commissions for the purpose of undertaking new forms of work or expanding the scope of activity. In particular, we should comment on the last choice in this group. The specification of the library's scope of basic activity constitutes a basis for making decisions on the use of outsourcing. It assumes that tasks belonging to this scope are not to be ceded to external entities but carried out independently. Clearly, we have in mind such operational areas as resource formation or user service but not such basic areas as formal cataloguing.

In this way, we come to the important issue of determining what are key activities. It seems that we have considered all operations connected with user service. How crucial, then, are issues connected with areas such as resource organization (collecting, access organization, compiling)? We traditionally regard them as very important. However, they do not have to be considered as key functions. The research results (e.g. the indicated magazine delivery) as well as the experiences of German (Griebel & Peters, 1998) or American libraries (Lüdke, 1999) show that in the sample operational area of resource organization it is worth pursuing external commissions.

The benefits, which were pointed out by respondents with a slightly lesser frequency, included: the access to new technologies (18), staff reduction (17), the improvement of library services (16), the popularisation of economic thinking and activity (16), the undertaking of new tasks (14) specialising in the field of conducted services and functions (14) as well as the development of organizational culture of the library (14). Within the last group, with the smallest number (7-12) of indicators, we can find both an increase in attractiveness for users (12) and the reduction of direct and indirect costs, management flexibility, changes in organizational structures by means of flattening, as well as unit reduction. Further on, we come across the following: arriving at methods of cost control, objectification of costs, providing services for the benefit of other libraries (also for a fee) and increasing the scale of activity in the field of a hitherto area of activity (e.g. acquiring new user categories), limiting risk while undertaking and carrying out new services, increasing the degree of team motivation and the possibility of obtaining a higher mark from the organizers. Still, it was most often anticipated that outsourcing would not influence the structure (13), staff numbers (8) or the library's attractiveness for users (8).

Analyzing the above-mentioned layout of answers, we may note certain expectations which condition current and future perceptions. We expect that outsourcing will benefit in the case of staff shortages. Acquiring external experts, we expect that they will bring specialist equipment, tools or access to sources and resources, which explains the frequently indicated commissions of magazine subscription attendance or collection conservation (here it is more about specialist knowledge). On the other hand, however, we would reap similar benefits (even more substantial ones in the case of the necessity to purchase the equipment) by commissioning microfilming, digitalization and certain IT services. This occurs rarely however, arising from the fact that resource organization (access to foreign magazines), belonging to the basic tasks of a library, is subject to strict user control, especially on the part of the academic staff. It is also connected with cost (we are looking for ways to reduce such costs). What is more, it requires contacts and software (databases) which we do not possess. We may ask if in this case a certain importance should not be attached to the activity of companies which offer us a wide variety of such services. This was a particularly prominent phenomenon at the beginning of the 1990s. And at this point we may draw a number of conclusions: 1) perhaps we ourselves are not active enough when it comes to searching for these types of solutions in other scopes of activity; 2) there is no well-developed market of service users in Poland. However, if we associate these facts with the noted dependence (subscription service – yes, since users see and demand it) and with the answers with the smallest number of positive indications and the highest number of negative responses, then we have to formulate another conclusion, namely that familiarity with these issues – the possibilities and potential benefits – is at a low level amongst librarians and management. As a consequence they fail to formulate specified expectations and seek appropriate solutions. That is how we should also explain our weak stance on outsourcing as a tool for cost reductions, economic cost objectification, and structural changes. Indeed, no one expects librarians to adopt such modes of thought. This “relieves” us of the economic perception of these issues connected with cost calculation and of the search for optimal solutions which would be optimal from this point of view.

It is good that we want to use the external potential of people, equipment, etc., but let us stress one more time that we, meaning the entire library staff, do not anticipate having to extend the library's scope of activity or having to undertake new forms of services. In this context, we should reconsider the question concerning staff issues. Indeed, we have quite discordant answers among those enumerating potential benefits and drawbacks. Indeed, they are

to be found in groups with the largest number of indications. Having applied outsourcing, almost 55% of interviewees expect benefits in the form of staff reductions, whereas 25% of them are of a divergent opinion. Experiences (not only those of libraries) show that outsourcing is most often feared by workers. We have to realize, however, that libraries are non-profit organizations, in which the economic aspect, such as staff reductions, is not directly correlated. In an in-depth analysis of the results of the previously mentioned French research (Martin et al., 2004), we can read that library research results align with research conducted in other areas of production and services when it comes to outsourcing and the evaluation of their merits and drawbacks. Having said this, they differ fundamentally in terms of their economic approach. Although the reduction of costs was generally regarded as one of the basic elements, the library survey did not bear this out. This, in fact, would allow analysts to advance a thesis that such an attitude was not and would not be the basic perception in library circles. It is obvious that service commissioning can be presented as a rational alternative to generating “hidden costs”. Indeed, when we take into account only the purely economic criteria of costs, it is often more profitable to commission tasks than to carry them out independently. On the other hand, it is often stressed, however, that an obstacle may arise in the calculating of outsourcing costs. The work done by many library sections, often of a mediocre value, is noticeable only in the long run, whereas the accomplishment of a fixed goal entails certain indirect, subjective or remotely-sourced expenses. Nonetheless, realizing that we will not escape financial imperatives in library practice, we should, according to the authors, approach the problem of costs not only in terms of reduction but also in the correct calculation of costs and “profits” and, at the same time, in the evaluation of a given activity.

From our perspective, when we are aware that libraries have to undertake new scopes and forms of services and we accept the paucity of vacancies, outsourcing should constitute an opportunity for retraining. As a consequence, solutions based on outsourcing should be a priority. The analysis of this part of the survey shows yet again that we are not thinking about outsourcing as a strategic operation or an operation which forms the strategy of a library. Its possible use is expected to solve individual problems, narrow areas of functioning, and more frequently in a temporary as opposed to a systematic, way. Unfortunately, it should also be related to the relatively small number of indications relating to benefits in the field of “economic thinking about management”, costs, their calculation – not temporary (to fit in the granted budget) but strategic – and holistic recognition in the long

run, beyond a timeframe of two years. It seems that it is a field which we should particularly study at universities and in libraries.

In this context, perhaps it would be worth referring to American libraries once again. The author, setting out their 10-year experience in this field (Lesky, 2003), classified as benefits the following factors:

1. Ensuring better user service by means of concentrating on operations which constitute the core of activity and the commissioning of other tasks to external companies.
2. Acquiring services requiring expert knowledge, which results in diminishing the risk of mistakes and mediocre results.
3. The possibility of undertaking tasks of a strategic nature, developing strategies for the library by means of ensuring efficient high quality service in order to satisfy user needs.
4. The favourable perception of the library by its users, owing to its provision of quality services.
5. Flexibility of action, as not only can adjust the library offer to user expectations, but also making flexibly use of financial resources.
6. Recognition of the efficient use of outsourcing and the accomplishment of the above-mentioned benefits testify to recognized competences and efficiencies on the part of principals and organizers.

In Poland, we can observe a certain difference in perceiving the benefits connected with the use of outsourcing, which probably results from our lack of experience. In principle, C. Lesky's two first statements are convergent with the analyzed results. Nevertheless, the last point attracts our attention, by way of the fact that it touches upon the question of managerial assessment. We shall refer to this below, analyzing answers relating to this fundamental issue.

The respondents were asked to indicate the factors which may adversely affect the functioning of the library. In the catalogue of answers, 17 options were provided with the possibility of adding remarks. In first place, just as in the results of research carried out elsewhere, we can find a fear of becoming dependent on contracting parties (18), and then the necessity to introduce additional controls of their work (17). It probably arises from the fact that we

do not fully realize what work should be done in advance of outsourcing a task. It is suggested that we construct outsourcing contracts to secure our business (Wędrawski, 1999) so that there are fewer operations connected with current controls. We also seem not to realize such commissions requires work on the part of the library so that their inappropriate preparation does not constitute a factor which would adversely affect the use and performance of outsourcing (Cierzniak et al., 2006). As an aside, it would also ease fears relating to staff reductions arising from outsourcing, for if the library chooses this solution, it necessitates the creation of a team which would be responsible for service commissioning, the already mentioned quality control of their provision and the costs we actually bear. Indicated 14 times, serious fears included those of service instability (which should be commented on in the same way as the previous point) as well as bearing additional costs. It has to be stressed that outsourcing does not only entail cutting expenses as it generates new costs. The process has to be based on the efficient preparation of finances, predicting to possible financial gains and costs. Indeed, libraries need no convincing that new projects and challenges will always involve a cost base.

Respondents expressed their anxiety concerning budget cuts (15 indications) and scepticism on the part of library directors towards the efficacy of outsourcing (11 indications). Consequently, we return to outsourced projects which may backfire. No one is going to praise libraries for potential saving initiatives, when they lead to budgetary cuts and staff reductions. However, we should add that the staff fears received few indications (6) whereas when these same fears were considered not to constitute a factor discouraging libraries from making recourse to outsourcing, they were ranked highly (14 indications). In the subsequent group, we can find answers which consider an as an obstacle the lack of “custom-made” commissions, i.e. appropriate to the contractor’s abilities, relating to their correct and trouble-free execution (12); the lack of a contractor market (10); and the lack of offers on the part of those operating on the market (11). Let us add that the above-mentioned “custom-made” commissions should be prepared by libraries. If we assume that there are no contractors in the market, then we should actively prepare the groundwork for such activity. This potential “vicious circle” is hindered by the lack of regulations (3), and the lack of evaluation methods of efficiency in the use of outsourcing (8).

Further obstacles included a lack of experience on the part of libraries (9) and the negative experience of others (5). These two questions also received the most answers in the column “I

don't know". It is worth noting that in all the questions concerning the current group and the previously discussed one, the scale of answers "I don't know" was relatively substantial, which seems to corroborate remarks made concerning the insufficient knowledge relating to the theoretical and practical aspects of outsourcing solutions within the group of our surveyed libraries.

It is striking, however, that in the analysed group of questions concerning the factors discouraging us from making recourse to outsourcing, the least frequently indicated (1-2) were: the loss of competences, the impoverishment of a said activity and a decrease in attractiveness from the user perspective. At the same time, the same factors were most frequently indicated as those which do not constitute the negative aspects of outsourcing and which do not raise doubts with regard to its use (15-18 indications). It can be stated, then, that library managers are not afraid of outsourcing, as is confirmed by answers to the question posed in the conclusion. Among the interviewees, 13 respondents decided that outsourcing was going to be commonly used in libraries and would positively influence their functioning, 6 of them decided that it was not going to be applicable, 10 did not have an opinion whereas 2 evaded answering this question. Nonetheless, no one stated that it would unfavourably affect the organization and work of the library.

As promised, we will return to one of the initial questions concerning the use of contract outsourcing and capital outsourcing. The majority of interviewees opted for the former, which entails transferring specified fields of activity out of the library to independent external organizational units. However, this burdens the library with additional administrative work. We do not even care, as we note in the research, about the possibility of chargeable expert services in favour of entities including libraries, which is offered by outsourcing. It is puzzling for a number of reasons. For example, an attempt at creating a bookbinding laboratory in the library, with the assumption of providing a chargeable service, would create the possibility of achieving a higher revenue by those employed in the project.

Libraries experienced in the implementation of outsourced projects were asked if they had investigated the financial, organizational and personal results of its use, as well as those connected with the acceleration of library procedures, quality improvement and user satisfaction. Surprisingly, as many as 13 and 12 libraries respectively indicated the two first areas. The remaining ones were indicated 5 times. The prevailing answers (15-18 indications)

showed that there had been no research carried out by the libraries themselves. What is particularly important, however, is that in the question concerning financial and organizational issues, 12 and 11 people respectively pointed out that research results were satisfactory, 4 people responded “yes” with reference to surveying user satisfaction. In turn, 3 respondents expressed their appreciation of procedure acceleration. In the remaining two aspects, all interviewees pointed at the satisfactory research result. Still, no one claimed that the research had had an unsatisfactory result in any of the cases. It should convince everybody of the practical and beneficial nature of outsourcing for libraries.

To see the whole picture, we should also add that as many as 20 times, the respondents declared that the organization of outsourcing (including the selection and supervision of the contracting parties) should be overseen by firstly the library director, followed by the library administration (6), the manager of the relevant library organizational unit (5), and finally an appointed organizational unit.

Few respondents gave voice to their own opinions and reflections on the analysed subject matter. They can be summarized by the following. Library managers are aware of the economic benefits of outsourcing, but they are equally aware of the costs. The interviewees agreed that, in the future, outsourcing would be widely applicable in libraries, positively influencing the efficiency of their management. One of the respondents expressed an opinion that, “unfortunately”, outsourcing would be applicable in libraries in the future, failing to fully justify his point of view. One other respondent answered she/he did not have time to think about introducing such solutions because the library... had too many things to do!

I would not like to list arguments for and against outsourcing, as they have been presented in detail in a previous article written by the author of this work (Jazdon, 2006). The conducted survey research was the first attempt of its kind, albeit the range of received answers did not allow us to make any far-reaching generalizations. This issue is relatively new to non-profit institutions and theoretical knowledge of its subject matter is generally insufficient. Finally, the scale outsourcing solutions not only in libraries but also in other institutions of culture and science (including higher education) is at a low level, which undoubtedly hinders any further discussion or exchange of experience. It seems, however, that library managers who are somewhat experienced in this scope can see both benefits and limitations of such an option. For the moment, outsourcing is most often used on a temporary basis and for insignificant

projects, and is not being considered in relation to the long-term restructuring of the library network and its services. We do not perceive it simply as an element of strategic management nor do we relate its use to the operational strategy in progress or the long-term outlook. It requires both further research and consideration of the possibilities of its use as well as entailing the training and teaching of both the students of library science and current library staff, who need to be better informed of the potential solutions that outsourcing offers.

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