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OUTSOURCING PROJECTS

Abstract:

In Italy, we can find successful practices of outsourcing activities. Worth mentioning examples safeguard the archive's core business weaknesses and are used in stages related to safekeeping and conservation as an instrument aimed to exploit advanced technical skills and latest technology. In the article, we introduce those archives, which get concrete results on conservation and documentation management by taking advantage of outsourcing activities with the application of massive information technologies for the resource description and the development of robotic archives. This system aims to provide the client with a reliable solution and safe preservation methods. Mechanical forklifts, moving on elevated tracks, driven by an external software, in the aisles of shelves, are used to place and extract documents. The mechanical identification of archival units, preserved in fireproof boxes, is possible using a barcode system. Therefore, the physical collocation becomes less important since it is based on random mode. Moreover, this automatic system guarantees a controlled environment with nitrogen, which prevents infestation development. The human presence, is not necessary as well as electrical energy, is not necessary and consequently it reduces the risk of tampering, theft and fire. These are just some examples of a successful outsourcing applied in the archives.

Key words:

archives, automatic system, outsourcing activities, technical and technological skills applied to archives

Izvleček:

Izvajanje projektov z zunanjimi izvajalci

V Italiji je možno najti mnogo uspešnih praks izvajanja dejavnosti s pomočjo zunanjih izvajalcev. Omembe vredni primeri varujejo šibke točke arhiviranja in so uporabljeni v fazah, povezanih z varovanjem in konzervacijo, kot instrument za izrabo naprednih tehnoloških iznajdb in najnovejših tehnologije.

V prispevku izpostavljamo tiste arhive, ki so z zunanjimi izvajalci in uporabo množičnih informacijskih tehnologij za popisovanje virov in razvojem robotskih arhivov dosegli konkretne rezultate pri konzervaciji in upravljanju z dokumenti. Ti sistemi ponujajo strankam zanesljive rešitve in varne metode ohranjanja dokumentov. Za pospravljanje in ponovno uporabo dokumentov uporabljajo mehanične vilice, ki se med policami premikajo po tračnicah, le-te pa poganja zunanja programska oprema. Mehanična identifikacija arhivskih enot, ki so v ognjevarnih škatlah, je možna z uporabo sistema črtnih kod. Avtomatski sistemi zagotavljajo tudi kontrolirano okolje z dušikom, ki preprečuje okužbe z mikrobi. Prisotnost ljudi kot tudi električna energija nista potrebna in tako je zmanjšano tudi tveganje pred krajo in ognjem. Prispevek poda le nekaj primerov uspešnih projektov, izvedenih s pomočjo zunanjih izvajalcev na področju hrambe dokumentacije.

Ključne besede:

arhivi, avtomatski system, zunanji izvajalci, tehnična in tehnološka znanja v arhivih

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1 GENERAL OVERVIEW IN THE ITALIAN PERSPECTIVE¹

Within Italian companies we can notice a great success due to the proper application of an effective and virtuous outsourcing (Ricciardi, 2000), since this practice is used, for example, for deposit and conservation, while protecting the archive's core business' vulnerability, taking advantage of technical skills and of the most advanced technologies. We will now introduce some winning strategies that are going to provide concrete results and solutions to conservations and documentation management issues (Romiti, 2009).

The idea of adopting the outsourcing strategy for archives is rather recent, in fact, it has been carried out only in the last decades, specifically from the eighties in public administration. It started taking advantage of the professionalism, goods and services, as well as of the advanced procedures of in service administration, so as to protect itself from the structural and organizational changes that derived from a strong increase of archives (Del Giudice, 2000). The public sector (and not only) nowadays is forced to submit to hybrid organizational systems, while in the past it adopted extreme protectionism towards the private sector (Cannata, 2000). Therefore, it is now keen to open up to the private sector with outsourcing models, so as to maintain its control over legal obligations (Romiti, 2000).

Moreover, the traditional historical archivist has reinvented himself thanks to his specific technical, theoretical and technological skills even though he does not find any job position in the public sector: however, thanks to the outsourcing system he can be awarded with the right consideration. In the public administration sector, the new archivists put themselves up as third parties who can offer professionalism, goods and services in the in service administration (Piperata, 2000).

The use of outsourcing is always attentive, in fact it constantly requires cautious choices on behalf of companies that use third parties to protect the core of their operations, particularly in deposit and conservation stages (Romiti, 2000).

2 PUBLIC AND PRIVATE REALITIES

If turning to outsourcing is now considered a necessity from many public institutions, this solution is starting to become more and more frequent to face problems based on administration and physical conservation of documentation (Avolio - Ratti, 2000).

Since the management of archives has become a necessity over the last decades, the government authorities have started to draft some guidelines, which have then been developed and published by the General Direction of Archives with the goal of creating a general framework, that could be shared among archivists. This would represent a valid help not only for the institutions that wish to outsource the archive work, but also for those authorities who have to evaluate and authorize the transfer and execution of works that have to do with what the Italian legislation calls archival goods („beni archivistici“) (Cabasino, 1997). Moreover, these guidelines have become a vade-mecum for companies who are interested in outsourcing their archival services, which are expected to be more and more precise, qualified and effective.

¹ In this article Chapters 1, 2, 3 were written by Beatrice Romiti and Chapters 4, 4.1 and 4.2 were written by Chiara Cambrai.

To properly manage outsourcing services, it is first of all essential to distinguish the public and private sector's different and common needs. Although the aim is to preserve and protect documents in the best possible way, their differences will create different approaches to outsourcing (Cardarelli, 2000).

The Cultural Heritage and Landscape Code highlights the fact that a private archives becomes a bound cultural good only after there has been a declaration of cultural interest. The Italian state has established some laws in order to protect private property rather than the archival cultural goods, hence tried to sensitise the owners of private archives (Arcani, 1996, Avolio-Ratti, 2000).

Private institutions with non-recognized historical archives: if a private were to manage in service this archives, and this private was not notified on behalf of archival authorities, the outsourcing service is to be regulated by laws and regulations that apply to contracts.

Institutions of Public Administration: they will have to respect laws (L.241/1990 and L. 11 February 2005 n. 15, D.L. 14 March 2005, n. 35, D.P.R. 12 April 2006, n. 184)² and regulations for the access to current and in-deposit archives, for the consultation of archives for historical purposes, for the creation, archiving and transmission of electronic documents, for the electronic administration of documents and for protocol registration (D.L. 14 March 2005, n. 35, D.P.R. 12 April 2006, n. 184)³.

If Public Administration Institutions were to request an IT system specifically developed for itself, the system and the record will be considered a property of the buyer.

Public notified institutions: if the private archives has been declared of cultural interest, so as to properly preserve documents, the institution who preserves the archives will be deemed responsible for the administration procedures and the access to documentation on behalf of those who have the right to, for administrations and historical research purposes. These responsibilities, in fact, cannot be the outsourcer's, at most they could be shared.

Private notified bodies: if the private archives has been declared of cultural interest, so as to properly preserve documents (Art. 30 d.lgs. 22 January 2004, n. 42), the institution who preserves the archives will be deemed responsible for the administration procedures and the access to documentation. The need to preserve and protect in the best way possible one's documents is felt by any institution that manages archives, and these responsibilities cannot be the outsourcer's, who is already responsible for the best effectiveness of the provided service (Grantalio, 2000).

3 IMPLEMENTATION STAGES

In the preliminary stage, in order to guarantee the best outcome of the archival outsourcing project, it is necessary for the institution to identify any problems that need to be resolved. The most frequent problems are usually based on the lack of adequate space or personnel, on accident prevention at

² The first is with general regulations for administration; the second is with urgent regulations for the action plan of economic, social and territorial development; the third is with a regulation based on access to administration documents.

³ That concerns general regulations for administration; the with urgent regulations for the action plan of economic, social and territorial development; the, a regulation based on access to administration documents

workplace. Moreover, not always one completely knows the archived documents, hence it is necessary to turn to complementary descriptions and documents (Casanova, 1928).

Furthermore, it is essential to focalize on the object on which one means to work: properly quantify the project's documentation, revealing its characteristics and the presence of specific material such as photographs, videos and electronic documents.

It is essential to know exactly what is one's aim, which could be the preservation of the entire archives (or part of it) in facilities provided from the outsourcer, the deposit or the historical phase, discarding procedures, the revision of documents, at times the management of the current archives, setting up classification and conservation plans, the draft of lists and inventories, the reorganization of management, as well as all the operations necessary for reaching goals based on the recognition of preservation conditions of material, packaging, dusting, disinfestation, replacement of box-files or original packaging, placement of labels, transportation, redelivery, sample taking for consultation, final sample taking, reorganization and inventory- making of the historical archive resulting in the creation of a print or electronic database and/or a database, localization of the material expired for conservation, setting up the waste lists, archiving and reproducing EDP supports, setting up an archival system, setting up a classification and conservation plan, studying a proper IT system, setting up a program for IT protocols, consultations for the reorganization of archive services, drafting manuals, tools, formative activity of the services (Marinelli, 20006). So as to reach these goals it is essential to draft a precise and comprehensive *contract/terms of contract*, which describes the needs, goals and various stages of the project, the services, times and products of these services; the selection of a reliable and skilled "provider" of the adequate service (with a great amount of experience in his sector and ready to provide his knowledge and experience, as well as skilled personnel in any stage of the project while respecting laws and regulations (Laviola, 2000).

Claryfing this is essential to avoid misunderstandings, disappointment, outcomes that do not correspond to expectations, requests and grants, to avoid unexpected increases in prices and future problems in finding documents. To improve the management of an archives, or to resolve a specific problem (like in inventories), it is sometimes better to use small groups of professionals⁴ or small highly specialized companies, rather than turning to big companies for archival outsourcing. Smaller groups or companies can offer, in fact, more adequate, cheap, scientifically and technically correct solutions. Once again, a contract will have to be stipulated, with which all the requested services will be managed, and the best standard of professionalism and reliability must be offered, through the operators' curricula and the precise indication of the work that has to be done, of the work delivery time and of the goals that need to be reached (Marinelli, 2000).

Therefore, the first thing to do is to carefully analyze the problem and evaluate all its aspects. This analysis must be carried out by those who are responsible for the archives and who manage the mandant institution, if necessary with the help of an external consultant, following the instructions and suggestions of the supervising institution (Marinelli, 2006).

⁴ In Italian University we have several specific courses in Archival Science and the students are able to joint in medieval to contemporary archives in the same time.

The evaluation and analysis of the problem must lead to the draft of the study of the practicability, and to the draft of terms of contract: they can be separate from the contract or can be a part of it. This will be useful when choosing the best provider quality-wise, scientifically and technically skilled and suitable for the requested work. The contracts' conditions must be made extremely clear and precise, and there must be warranty clauses for the good outcome of every implementation stage of the contract. Moreover, the contract must have an adequate duration, enough time for the provider to carry out his investment and for the buyer to achieve a comprehensive understanding of what he receives (databases, inventories, conservation and classification plans, etc.): this would therefore avoid too frequent transfers of documents that could compromise their proper and safe preservation. The contract should be divided into modules that are to be implemented as one intends to make use of other services that are provided from the outsourcer. These modules must also be defined: the quantity of documents and typologies, the characteristics and the price of every provided service; the modalities and supplying times; the payment and invoicing modalities; the level of precision of the required forms, as well as the aim and outcome that one desires to reach (for example databases, printed or electronic inventories). The reuse or recovery of all the archive management systems used in the past and their trans-codification into the potential new system. The IT system is to be always kept effective and, in case it needed to be replaced or updated, the transfer of all data, the functionalities and research possibility must be guaranteed (Marinelli, 2006).

Laws and regulations must be respected, a proper insurance coverage must be guaranteed and any new addition to the contract must be put into writing. The penal aspect must be specified as well: they must concern execution times, quality of service, the relation between time and quality (Venticelli, 2004). Appropriate prices must be established, taking into consideration that a low price will not obviously correspond to a proper quality of the provided service: therefore, the best quality/price ratio must be one of the main criteria when it comes to choosing the right supplier. One must guarantee that the requested services will be implemented by professionally skilled and competent personnel, and that the operators' and managers' curricula will be demanded (at least for the key roles). In case of replacements during the time of the project implementation, the selection of new personnel will be carried out with the same criteria. If necessary, the formation and training to the use of management tools and of the IT system for those who are in charge of archives will have to be carried out. The possibility for this subcontract must be specified when the contract is stipulated, and the involved individuals must be specified as well: they will have to be reliable, technically skilled and professional, and they will have to be properly remunerated. The subcontract won't concern services correlated to the main activity of the supply. Quality standards, as well as those who will control them, will have to be defined. According to the Legislative Decree 22 January 2004, n. 42, if necessary the project must be approved by the competent archival authority, and periodic controls must be planned and carried out from this authority.

In summary, the next stages of this process are based on the evaluation of the necessity/opportunity that outsourcing would represent; this evaluation should provide: the exact definition of the subject of the contract or terms of contract, the setting up of a practicability study, the draft of an evaluable request that contains the services that will be provided, the definition of an adequate outsourcer, the draft of an executive project and of technical- economical terms of contract that define the service, duration and remuneration (Marinelli, 2006).

Finally, periodical controls of the implementation of the various stages of the project must be planned (Codice dei beni culturali e del paesaggio, 2004).

4 EXAMPLES

To really understand the meaning of archival outsourcing, we will now set some examples that will help us understand more clearly how its externalization modality can be implemented in Italy.

We will analyze the solutions that have been applied to some situations that represent a symbolical benchmark for the implementation of in service management in the archives sector, for the use of organization forms open to cooperation with third parties that seem to be more and more essential nowadays to respect the specific needs of the sector (Principe, 2000).

As previously stated, any producer, public or private, is keen to give high consideration to the protocol and to the current stage of the archives: the preparation stage of an archives is extremely delicate, and this is why there are not many solid experiences of externalization applied to the formative/preparation stage of the archives. Externalization, opening the archives to third parties, gets them involved in the deposit and preservation stages of the archives, so that the outsourcer can focus on the aspects of core business (Morelli, 2000).

The archives is a material good that is preserved, managed and made usable by the producer who, in any stage of the archives must be sure that memory is maintained well organized.

Usually the outsourcer presents itself on the market and the sector of archives with complex and articulate proposals, with the aim of providing to buyers his ability to conduct preservation operations as well as manage services (Stillano, 2000). The organizational modalities will include aspects of traditional systems as well as of advanced technologies. Proposals will tend to favour conservative elements and, so as to favour requests, they will set up adequate buildings for preserving archives, and will build useful and effective initiatives and prospects to enhance management. These initiatives, based on the market's needs, have led to the setting up of archives for the collection, preservation and management of documents produced by public and private institutions (Babudri, 2000).

PRACTICAL APPLICATIONS OF OUTSOURCING

4.1 National Research Council:

Cnr entrusts Sediin S.p.a. with the preservation and custody of all the paper documents of the personnel, with an outsourcing contract thanks to which it buys archival, deposit and custody services for all its personnel's documents, the research, delivery and re-positioning of the original, as well as the weekly recovery of the additional documentations, with the insertion of existing files and opening new ones.

In fact, C.n.r. (Simili-Paoloni, 2001) requires the withdrawal and transfer of archives, so the company, with its means and personnel, will be in charge of the existing archives (Nepi S.S. Cassia), transferring all the paper documents in its own facilities. For every withdrawal session of the paper documents, a report will be drafted, which will include a list of all the files that have been withdrawn from the

current deposits. The withdrawal of material is deemed concluded after fifteen days from the date of activation of the service. The cost of the initial document withdrawal has been defined in the economical offer.

The services that Sediin S.p.a. offers, include the archiving of the paper material after the transfer operations, as well as: the sanification of the deposited material so as to eliminate dust, humidity and other agents, and the replacement of deteriorated supports, the reorganization of documents; the electronic inventory of material through an adequate software, though identification elements or single document units; physical collocation of documents in structures predisposed from the Company.

The custody and management of material is requested as well: Sediin S.p.a., throughout facilities, personnel, technologies and organizational modalities, will have to carry out activities such as the custody of documents in proper facilities turned into archives locations; the physical and electronic management of the ordinary requests of consultation of original paper versions of the document units and their delivery to the central base of C.n.r. on a weekly basis, through the extraction of document units that are requested in consultation; the delivery at C.n.r. of the document units respecting times and modalities defined in the terms of contract; the collection of documents requested in consultation at C.n.r. after the operations of consultation and repositioning in the archive.

The physical and electronic management of the urgent and really urgent consultation requests and their delivery at the C.n.r. are provided under these terms: in case of urgent requests the extraction of the documents from the facilities that contain the files requested in the consultation and their delivery at C.n.r. is implemented within 12 hours from the request. In case of very urgent requests the extraction of the documents from the facilities that contain the files requested in the consultation and their delivery of the original at C.n.r. is implemented within 2 hours from the request. After the ordinary and urgent/very urgent consultation operations, the personnel of the company will collect the files and immediately reposition them in the archive. We will not consider offers that do not respect the requested delivery time, while we will consider the improving ones (Interview to Maurizio Gentilini).

The new production documentation collection is provided: the company will be in charge of new documents and files at its expense and with its own personnel, by collecting the original documents and transferring them into facilities turned into deposits by inserting documents in their own files that are already kept in custody by the company. The collection of new documents is carried out with modalities that are to be defined, on a weekly basis and with the presence of the C.n.r. personnel. At the moment of the collection of documentation from the C.n.r. facilities, Sediim S.p.a. releases a declaration of „responsibility“, including a list of all the collected documents, jointly filled in and signed by the representatives of the awarded company and one functionary of C.n.r.

Moreover, an inventory and material classification software is offered: an IT system for document management (archiving, collection, delivery, consultation, etc.), that allows the registration and constant update of information concerning the provided services. This data includes all the material and electronic operations (research, extractions, delivery and collection, changes, additions, etc.) that are carried out on the paper documents on request of the C.n.r. personnel so as to guarantee an adequate and prompt practice report. The awarded company shall also: guarantee the identification of the single files through minimum identification

elements: ex. file number, practice holder, date of birth, type of contract, etc.; supply, within 30 days after the date of activation of the services, an electronic database with a list of all the archived documents, containing the identification elements just defined.

A xerox of acts is provided: Sediin will have to photocopy the acts carried out from C.n.r., creating a copy of the document for any individual mentioned in it. The photocopies will have to be inserted in the personnels' files.

Sediin has a Manager who can guarantee a proper technical- organizational support for the resolution of operative and organizational problems in archive management. The archived material and database are returned. When the contract has expired or in the case of termination and/or anticipated resolution, the material in custody will be returned together with the database, in printed and electronic formats, updated before being returned at the moment of expiry or when the custody service terminates. The supplier must maintain congruence between the information reported in the electronic archive and that reported on the labels placed on the packages located in the physical archives. The returning operations must be carried out with no additional obligation for the subcontracted station, and will have to be carried out respecting the indications and terms that will be communicated by C.n.r. the supplier will have to give his/her consent to the presence of a new sub-contractor leaving all the material available at the entrance of the warehouse. These operations will be controlled with the presence of C.n.r. personnel and a report will be written from the new supplier and the old one.

The service will have to be carried out skillfully, providing the best quality and respecting deadlines, administration procedures and a constant service. The facilities in which the custody operations will be carried out must have: a proper temperature and humidity level that will guarantee an adequate preservation of the paper documents; they will have to respect all the regulations concerning construction, urbanistic, sanitary and hygiene, safety, with particular attention to fire-escape and fireproof certifications and alarm systems (which must be connected to the firefighters station closer to the deposit area), to the control of the facilities that are turned into archives, so as to guarantee proper preservation of documents, respecting the Law on the Protection of Personal Data (D. Lgs. n. 196/2003).

A CCTV system is provided 24/7, and the video recordings are kept for at least 20 days. All the warehousing and safe transfer of documents equipment are at the expense of the Company, as well as all the costs for managing the archive facilities (utilities, maintenance, garbage disposal respecting the current environmental regulations). The distance between the deposit facilities and the central base of C.n.r. is not to be considered a reason for not respecting the urgent or very urgent delivery times (www.sediin.it).

4.2 Tuscany Hospital

In Pisa, the first entirely robot archives has been created, and it can contain 25 linear km of medical records from the Asl of Massa, Lucca, Pisa, Livorno, Viareggio and from the University Hospital of Pisa. This project, managed from Estav nordoverst, became active in 2013 and, despite of the costs, it has managed to computerize and record all the medical records from the Tuscany Asl. This is another example of a deposit archives managed through outsourcing: the advanced aspect is noticed if we take into consideration the document collocation and the

withdrawal systems: the human presence is not required, thanks to a shuttle that contains an elevating cart that works thanks to an external software based on Java and can be used with a Web browser. The shuttle moves on an elevated binary that is longitudinal to the corridors of the metallic shelves (Scrocca, 2000).

The robot's function is to collocate and withdraw documents by following a random modality with no previously established destination. Single archival units are placed into fireproof boxes, located through a barred code. On the one side, this system goes against the traditional archival systems, on the other it provides the archives with an order based on a digital mind.

The access to the facilities is absolutely forbidden to any human, since it is deemed useless. This prohibition gives way to some advantages: it cuts costs by saving electricity and it also reduces the risk for misuse, fire and theft.

This kind of archives guarantees a high level of specific archiving, it consents to keep the maintenance costs stable and low, and it also creates a safer work environment for operators, because it avoids the risk for physical damage. The outsourcer inserts data into the IT system through the work of skilled personnel. The access to the original computerized documents on behalf of the mandant is carried out electronically: this procedure consents a real-time vision of the documents, of current and contentious practices, and when the update of files is necessary. Other features are based on the confidentiality and transparency of management (Messina, 1999).

The relationship between manager and mandant becomes aseptic, since there is no direct contact with documents, however this modality can satisfy the needs of individuals who are dealing with a huge amount of documents.

Thanks to this technique current and deposit archives of companies that, in respect of article 2220 of the Civil Code, must preserve their archives for ten years, and can then eliminate them. In the in service management, the expired archives are regularly eliminated, with drastic and total operations (Codice dei beni culturali e del paesaggio, 2004).

Thanks to this solution, the mandant can get rid of material in which he is not interested anymore and that usually has a fixed cost, while the outsourcer already has a plan of recurring elimination of expired documents in his project, even though he is aware that these eliminations will cause him to get a smaller remuneration. We shall hope that these procedures started being carried out with less drastic operations, since they integrally cancel memory especially from private production. The correct value should be applied to documents, that could have a cultural meaning and some importance for the future of the Company.

There are multiple solutions and they are going to be more and more concrete and easy to put into practice as soon as paper documents will be replaced with IT and digital technologies (Aloisi, 2000).

Unfortunately, not all outsourcers that work in the archives sector are supported by solid qualifications. Among the proposals concerning archival activities there are some that are more specifically based on data acquisition, others on the organization of files and administration practices, others in reorganization practices, inventories, indexing, and in the creation of digital archives. Other proposals, more open to technological applications, offer the chance for magnetic, optic and microfilms support for paper archives and for the realization of security systems and digital archives. There are also activities based on text transcription,

cataloguing and on the creation of systems for archives and libraries, while other activities involve the registration of data, images and audiocon documents, therefore giving a huge importance to technology, to the creation of portals, to cooperation for studies based on archive and library projects and consultations (www.archivispa.it).

Externalization in archives has been carried out by some outsourcers that mostly aimed to provide support to public and private institutions to guarantee proper preservation and organizational activities, keeping into consideration the traditional management of paper documents, without discarding advanced technological innovation.

Operations based on the implementation of partly experimental elements have been carried out, and they allow one to manage more rapidly and effectively. In these operations human presence plays an important role in the organizational, planning and preparatory stages, while it is less evident in the physical implementation of the project.

Archives managed in outsourcing require functional facilities, wide and one-floored, easy to access and provided with safety alarms and emergency exits, with specific loading and unloading areas for the first and temporary collocations, as well as areas to be used as offices for the management of material and for carrying out registration operations before transferring it into deposits.

This areas, despite being temporary must be properly organized, and be provided with support systems such as shelves and technological equipments that are essential for a proper and effective management.

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POVZETEK

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IZVAJANJE PROJEKTOV Z ZUNANJIMI IZVAJALCI

Prispevek podaja pregled stanja v italijanskih arhivih s poudarkom na ideji prevzemanja strategij outsourcinga za arhive. Raziskava, ki jo je izvedla profesorica Beatrice Romiti, kaže, da je ta praksa precej nova, saj se je pravzaprav začela uvajati šele v zadnjih desetletjih, predvsem v osemdesetih letih prejšnjega stoletja v javni upravi. Začela je izkoriščati prednosti strokovnosti in storitev kot tudi naprednih postopkov notranje administracije, da bi se zavarovala pred strukturnimi in organizacijskimi spremembami, ki so izhajale iz vedno večje količine dokumentacije.

Ker je postalo upravljanje z arhivskim gradivom nujnost, so se vladne službe odločile pripraviti nekaj smernic, ki jih je razvila in objavila Generalna direkcija arhivov s ciljem ustvariti splošen okvir, ki bi ga uporabljali arhivisti. To bi predstavljalo pomoč ne samo institucijam, ki bi želele za arhivsko delo najemati zunanje izvajalce, ampak tudi tistim institucijam, ki morajo izvesti ocene in odobriti prenos in izvajanje del z arhivskim gradivom.

Omenjene smernice so postale referenca za družbe, zainteresirane za predajo arhivskih zadev zunanjemu izvajalcu, od katerega pričakujejo natančnost, usposobljenost in učinkovitost.

Prispevek predlaga oblikovanje klasifikacije italijanskih arhivov, saj moramo za ustrezno izbiro zunanje storitve najprej razlikovati med različnimi potrebami javnega in zasebnega sektorja. Čeprav je cilj vseh ohranjanje in zaščita dokumentov na najboljši možni način, pa zahtevajo različne potrebe tudi različne pristope. Z njihovim poznavanjem se izognemo nespornostim, razočaranju in rezultatom, ki ne ustrezajo pričakovanjem, nepričakovanim višanjem cen ter težavam pri iskanju dokumentov.

Za boljše razumevanje pomena oddajanja del zunanjemu izvajalcu je dr. Chiara Cambrai podala nekaj primerov, ki pomagajo razumeti, kako ta način dela izvajajo v Italiji.

Analizirali smo rešitve, uporabljene v tipičnih primerih implementacije storitev v arhivskem sektorju, namenjene organizacijskim oblikam, ki so odprte za sodelovanje z zunanjimi partnerji. Analizirali smo primer Narodnega raziskovalnega sveta in toskanske bolnišnice.

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