

of evaluating options. The process is structured around the evaluation of the "Most Efficient Organization" (MEO). The "Most Efficient Organization" is defined as:

*"that government entity which can deliver all the required goods and services of an activity to the standards of the output specifications at the lowest total cost and in accordance with all applicable governmental policies and regulations."*

The draft Make or Buy Handbook issued by the Bureau for the Delivery of Government Services, Treasury Board Secretariat, provides the framework for the conduct of MEO studies. This document describes in detail the specific tasks and processes of MEO studies. MEO consists of six phases:

1. Preparation of Output Specifications
2. Conducting the Most Efficient Organization Study
3. Developing Cost Estimates for the MEO
4. Soliciting and Evaluating Proposals
5. Selecting the Least Cost Alternative
6. Conversion to Contract or MEO

## 2.4 METHODOLOGY

The consultants began the study by attending a meeting of the **Library MEO Steering Committee**, to discuss the terms of reference.

The Committee is composed of the Director of the Library (BFL), the Director General, Public Affairs (BFD), to whom the Library Director reports, the Deputy Director of Resource Review, Evaluation & Resource Review Division (CME) and a representative from the Treasury Board's Bureau for the Delivery of Government Services.

The consultant team then addressed the staff of the library, at the invitation of the Director, on the purpose and methodology of the study.

Meetings were held with groups and individual members of the library staff, in order to determine what activities were being undertaken, what the level of service was and what the Person Years (PYs) and costs were.

Concurrently, interviews were held with about 20 library users or non-users in the Department and three focus groups held with a further 30 departmental employees drawn from a wide a range of divisions and functions. A questionnaire and guide had been prepared in order to elicit responses regarding the use of various services and the addition or deletion of services.

Deliverables from these activities included: