

<b>Institution:</b> Edinburgh Napier University		
<b>Unit of Assessment:</b> 34 - Communication, Cultural and Media Studies, Library and Information Management		
<b>Title of case study:</b> The 'key to modernising the information professions': five years of impact of the CILIP/ARA Workforce Mapping Project		
<b>Period when the underpinning research was undertaken:</b> August 2014 to July 2015		
<b>Details of staff conducting the underpinning research from the submitting unit:</b>		
<b>Name(s):</b> <b>Centre for Social Informatics:</b> Prof H. Hall, C. Irving and Dr B. Ryan <b>Employment Research Institute:</b> Prof R. Raeside, Dr T. Chen, Dr M. Dutton	<b>Role(s) (e.g. job title):</b> Hall: Professor and Principal Investigator  Raeside: Professor and Co-investigator  Chen, Dutton, Irving and Ryan: Research Fellows	<b>Period(s) employed by submitting HEI:</b> Hall: 1999-Present Raeside: 1999-2018 Chen: 2012-2015 Dutton: 2006-Present Irving: 2012-2016 Ryan: 2012-Present
<b>Period when the claimed impact occurred:</b> 2015-date		
<b>Is this case study continued from a case study submitted in 2014?</b> N		
<b>1. Summary of the impact</b> (indicative maximum 100 words)		
<p>The impact described in this case study relates to a project entitled <i>Mapping the workforce: library, archives, records, information, and knowledge management professions in the UK</i>. This work to profile the UK information professions was the <b>first of its kind worldwide</b> in terms of comprehensiveness of scope and scale, and its levels of penetration. Since 2015 its impact has been felt by <b>four sets of beneficiaries</b> in/associated with Library, Archives, Records, Information Management, Knowledge Management (LARKIM) and related professions within the UK:</p> <ol style="list-style-type: none"> <li>1. The two professional bodies that commissioned the research – the Chartered Institute of Library and Information Professionals (CILIP) and the Archives and Records Association (ARA) - have used the project findings to gain an improved understanding of the LARKIM sector, to support their business (i.e. to develop robust and relevant policies and to offer better targeted services to their membership), and as an evidence base for external advocacy and contributions to strategy development when responding to external consultations.</li> <li>2. Members of CILIP and ARA have benefited from the research as the two professional bodies have implemented changes in response to the research findings, especially in respect of actions taken to address issues related to equality, diversity and inclusion (EDI). These include investment in initiatives to increase the active participation of less well-represented groups in professional activities.</li> <li>3. Those in the wider LARKIM workforce have felt the impact of the research findings in respect of wider work to improve EDI, and the promotion of fair pay.</li> <li>4. The fourth main beneficiaries are LARKIM policy-makers who have used the research findings as evidence to support strategy development, particularly as related to skills development and EDI.</li> </ol> <p>In addition, LARKIM professional bodies elsewhere have been inspired by this research to consider the profile of their own national LARKIM workforces [e.g. C1; C2a].</p>		
<b>2. Underpinning research</b> (indicative maximum 500 words)		
<p>In 2014 even the most basic questions about the UK workforce in LARKIM and related professional roles could not be answered with confidence. For example, no reliable data sources existed from which the workforce size could be calculated, nor was it possible to detail the demographics of this occupational group. Similarly, it was unknown whether the composition of the LARKIM workforce was representative of the UK working population as a whole. The decision-making of the two major UK LARKIM professional bodies – CILIP and ARA - was severely handicapped by this lack of information.</p>		

The broad goal of the research [O1] was to profile the UK LARKIM workforce to address the general lack understanding of the sector, and to provide baseline data for the two professional bodies to use across their business, e.g. in internal strategy development for increasing and developing their membership, and external advocacy and activism.

The work was commissioned with the award of a GBP57,440 granted to the Napier team in August 2014. The work began with a review of relevant literature on workforce mapping projects from within and beyond the sectoral and geographical focus on the commissioned research. At the same time UK official statistics were explored to make initial estimates of workforce size. The main empirical stage comprised the analysis of data collected from 10,628 UK-based LARKIM workers by online questionnaire (9,103 usable returns). The findings were then written up with reference to benchmark data. The main project output was a detailed project report (186-pages, inclusive of 20 figures and 97 tables) [O1]. The main findings of the work were released at a launch event in London in November 2015. They have since been published in the academic press [O2], presented at networking events [O3], and made available on the web sites of the two bodies that commissioned the research [e.g. O4].

The key findings estimated a LARKIM workforce of 86,376 people in 2015. Although the majority were women (78.1%), they were under-represented in senior management roles, and disadvantaged by a gender pay gap: men were twice as likely to occupy senior management roles (10.2% versus 5.9%); 47% of male workers earned GBP30,000 or more annually; for female workers the figure was 37.3%. The best paid (salaries GBP40,000+) were more likely to hold a professional qualification (64.8%). When benchmarked against official UK labour force data for the same timeframe, the LARKIM workforce proved better qualified than the general working population of the UK: 61.4% held a postgraduate qualification when the highest qualification of the population at large was A-level or equivalent. The findings also revealed lower ethnic diversity in the LARKIM workforce than in the general workforce (96.7% white against the UK figure of 87.5%), as well as an older workforce profile (55.3% aged 45+, against the UK figure of 41.1%). Other findings showed that there was no association between pay and care-giving in the sector, nor pay and long-term health issues. Furthermore, members of the workforce were found to enjoy job security and reasonable working hours.

**[Quality threshold: This is world-leading, commissioned research that serves as an international reference point for authoritative sources].**

### 3. References to the research (indicative maximum of six references)

[O1] Hall, H., Raeside, R., Chen, T., Dutton, M. Irving, C., & Ryan, B. (2015). *Mapping the library, archives, records, information and knowledge management and related professions in the United Kingdom: final report*.  
<https://www.cilip.org.uk/page/workforcemapping> [Submitted to REF2]

[O2] Hall, H. & Raeside, R. (2016). Mapping the UK information workforce in the library, archives, records, information management, knowledge management and related professions. In: *Proceedings of the 79th Annual Meeting of the Association for Information Science and Technology Annual Meeting*, 53(1), 1-4. DOI  
<https://doi.org/10.1002/pa2.2016.14505301117>

[O3] Hall, H. & McNamara, S. (2019). Research into practice case study: CILIP/ARA Workforce Mapping Project. Paper presented at Research, Impact, Value and Library and Information Science (RIVAL) network event 2, Edinburgh, 7 November 2019. Slides available: <https://www.slideshare.net/HazelHall/research-into-practice-case-study-1-cilipara-workforce-mapping-project>

[O4] ARA (2016). *CILIP and ARA release further information from UK information workforce survey*. <https://www.archives.org.uk/publications/workforce/workforce-factsheets.html>

**[All links available to access 12 March 2021]**

### 4. Details of the impact (indicative maximum 750 words)

There are **four main beneficiaries** of the research: CILIP and ARA as organisations; the members of ARA and CILIP; LARKIM workers in general; and policy makers.

The **bodies that commissioned the research** have publicly acknowledged its novelty and value as 'ground-breaking research into the UK information governance workforce' that generated 'the highest quality dataset for the sector anywhere in the world' [C3] on the basis of the 'most extensive survey of its kind anywhere in the world to date' [C4]. They have noted that 'this research has helped provide CILIP and ARA and their members with concrete evidence that all can use to better understand the sector, monitor trends in the workforce, advocate on behalf of the sector, develop relevant and robust policies, and develop better and more targeted services' [C4].

In 2020 the two Chief Executives confirmed the general impact of their use of the project findings. For example, Poole (CILIP) said: 'It is **hard to over-state how significant the impact of the research has been** in the ensuing 5 years, both for our organisation and the wider information profession as well as the policymakers and end-users whom we are seeking to reach. It is no exaggeration to say that **the insights generated from this research have driven every major decision we have taken**, through to the present-day' [C2b]. Similarly other officers of the commissioning organisations have referred to the exploitation of the research data in decision-making in general, e.g. McNamara (CILIP Scotland) said: 'The impact of the Workforce Mapping Project on our work and strategic direction has been fundamental. In the face of a real paucity of evidence, we frequently have recourse to it to guide our decisions' [O3, slide 25].

Evidence of the fundamental value of the research data in the development of the two bodies' business 2015-2020 can be found across the ARA and CILIP web sites and print publicity. For example, the research data are cited with reference to new investment in training and development, such as ARA's modernisation of its 'suite of professional qualifications and development programmes for members, designed to help them both develop their careers and expertise and employers secure better value from their human resource and training budgets' [C3], and to marketing, e.g. CILIP highlights the salary advantage of professional membership [C2c], and ARA promotes itself as 'the 'go-to' independent organisation for those wanting expert knowledge about the sector' [C5].

Further examples of impact have been communicated in testimonials from CILIP and ARA. For example, Poole [C2b] and Morris [C2d] refer to the following: the shaping of CILIP's strategic plan 2016-2020; the review and refresh of CILIP's professional ethics (with representation on the committees that completed this work from minority groups whose voices are often not heard); the renewal of CILIP's definition of professionalism; the re-drawing of CILIP's boundaries in terms of the professional community that it serves (to include enhanced provision for specific groups - notably ethnic minorities, those approaching retirement, and new professionals); the streamlining of the professional registration model; the strengthening of relationships with Library Schools to develop a 'pipeline of talent'; and the transformation of CILIP from an advocacy organisation to one that promotes 'everyday activism'. In summary, Poole has concluded that the research data generated by the Workforce Mapping Project 'turned out to be the key which unlocked the modernisation of [the] profession' [C2b].

Since 2015, the **members of CILIP and ARA** have felt the impact of the research as a direct result of the initiatives undertaken by the two professional bodies in response to the research findings. Many of these have addressed EDI issues identified from the analysis of the research data as summarised above, and as showcased by employees and office bearers of the two professional bodies. For example, the 2017 CILIP President said 'The Workforce Survey [that] CILIP and ARA (Archives & Records Association) jointly sponsored highlighted a number of challenges and inequities that the information profession needs to address in terms of lack of diversity within the information workforce and barriers to achievement' [C6]. CILIP's determination to open up and diversify the LARKIM professions was captured in its 2017 Diversity and Equality Action Plan; meanwhile ARA made a start on this work through its new Professional Development Programme and its associated qualifications [C4]. In the case of CILIP, this has led to the establishment of new networks for under-represented communities. The BAME Network Steering Group, for example, makes it explicit that its new network has been 'instigated as a result of an expressed need by BAME library, knowledge and information

professionals to address CILIP's recognition that BAME professionals are under-represented in the library and information profession, as demonstrated in the 2015 CILIP/ARA Workforce Mapping report' [C7]. Similarly, Workforce Mapping project data on sexuality are cited in the terms of reference for the LGBTQ+ Network Steering Group [C8]. Activities associated with these networks, such as the offering of six bursaries to support participation at professional events to those who would not normally be able to attend, work towards addressing the EDI disparities in the LARKIM professions evident in the Workforce Mapping Project data. For example, a 2019 CILIP Conference BAME bursary winner said 'Being able to go to the CILIP conference was a real validation of my experience and ability and made me realise the importance of representation and visibility in the profession' [C2e]. This drive towards EDI seeded by the research data has resulted in a proliferation of EDI-themed professional events for the LARKIM workforce, including targeted sessions at the major conferences hosted by CILIP [C2d] and ARA. For example the 2016 ARA conference included a session 'Pushing Boundaries: rethinking recruitment practices to diversify the workforce' which used data from the research to preface a panel discussion [C9, p. 42].

As well as those from under-represented communities, a further cohort of LARKIM workers has benefited from the use of the research data. Based on insights from the research of an emergent professional community engaged in Knowledge and Information Management (KIM) work, CILIP 'pivoted' their provision to meet the needs of a new 'audience'. This included the launch of a special interest group for KIM (now CILIP's fastest-growing community) and bringing forward a business development programme that resulted in the award of the world's first Chartered Knowledge Manager status [C2b].

**LARKIM workforce members in general** (whether or not they are members of CILIP and/or ARA) have also felt the impact of the research. For example, the data were used as the starting point for the development of the *Archives workforce development strategy* published in 2018 [C10], and it is evident that the data on ethnicity and gender in the archives workforce fed into the determination of Objective 4 of the strategy to develop a 'diverse and socially mobile workforce'.

This objective has been addressed through a number of initiatives at The National Archives (TNA) including: the development of a new archives and records management apprenticeship scheme focused on building a diverse and socially mobile workforce; a training programme entitled 'Bridging the digital gap' that has been successful in recruiting less-represented groups amongst the trainees (e.g. 29% from ethnic minority groups and 25% disabled in 2018-2020); the creation of a new role for an Archive Sector Development Inclusion and Change Manager; and an Inclusion and Diversity Review of TNA funding schemes in 2020

The latter has led to work with funders and stakeholders to ensure that the TNA funds work that will support the development of an inclusive and resilient sector [C2f]. Similarly, the salary levels noted in the research project report, which 'revealed systemic low pay and recognition affecting archivists, records managers, conservators and information governance professionals' [C3], have been used by the ARA Pay Review Group established in 2017 in the publication of salary recommendations, and – in a number of cases – its work to successfully challenge low rates of pay in advertised posts in a bid to ensure fair reward across the sector [C3; C2g].

Both CILIP and ARA report drawing on the research data set when engaging in policy consultations [C2b; C2h]. The impact of the research on **policy makers** is most evident, however, in two respects related to workforce development: (1) skills development and (2) workforce diversity. A number of policy-making bodies, including the Department for Digital Culture Media and Sport (DCMS), have used the research data as evidence in the development of strategy to enhance skills development across the LARKIM domains. For example, DCMS [C11] stated in 2016 that 'Taskforce partners will work together to produce a Skills Strategy to develop the library workforce of the future. In developing this Strategy, we will take into account the issues highlighted in the report published by CILIP and the Archives and Records Association (ARA) in November 2015 on the UK information sectors. This considered workers in



a range of sectors, including public libraries, and emphasised the importance of bringing in new talent, providing opportunities for career development for existing staff, and increasing staff diversity'. By July 2017, this ambition had been achieved for public libraries in the publication of the *Public library skills strategy* by the Society of Chief Librarians and CILIP, with reference to research findings [C12]. Since its implementation, progress has been made on the nine priority areas of the strategy. For example, the President of Libraries Connected has stated that the leadership programme (part of the *Public library skills strategy*) has contributed to 'Attracting, retaining and developing talent', 'Targeting inclusion, diversity, representation, and equality', 'Promoting leadership at every level', and 'Lowering barriers to entry' [C2i]. The project data also contributed to *Equality analysis: development of Arts Council England's 10 year strategy 2020-2030* [C13], and Arts Council England's decision to fund the leadership development programme for 15 emerging leaders in a programme called 'Leading Libraries' implemented by Libraries Connected and CILIP [C14].

##### 5. Sources to corroborate the impact (indicative maximum of 10 references)

[C1] Rauch, W., Kuhlen, R., Stock, W.G., Wolff, C., Womser-Hacker, C. & Schlögl, C. (2017). *Significance and relevance of Information Science in German-language countries*.

Available: [https://edoc.hu-](https://edoc.hu-berlin.de/bitstream/handle/18452/20760/Rauch_et.al_ISI2017.pdf?sequence=1)

[berlin.de/bitstream/handle/18452/20760/Rauch et.al ISI2017.pdf?sequence=1](https://edoc.hu-berlin.de/bitstream/handle/18452/20760/Rauch_et.al_ISI2017.pdf?sequence=1) (March 2020)

[C2] Portfolio of evidence. Testimonials from key beneficiaries

[C3] ARA (2018, 10 April). *ARA calls for fair recognition, pay for archivists, records managers and conservators*. Available: <https://www.archives.org.uk/news/709-ara-calls-for-fair-pay-recognition.html>

[C4] CILIP (2018, 18 July). *CILIP and ARA release full report on 2015 UK information sector workforce survey*. Available: <https://www.cilip.org.uk/page/Workforcesurvey/>

[C5] Burns, H. (2016, 9 May). *Membership subscription increases for 2016/17*. Available: <https://www.archives.org.uk/news/624-membership-subscription-increases-for-2016-17.html>

[C6] Finch, D. (2017). *CILIP's big conversation on ethics*. Available: <https://www.cilip.org.uk/page/BigConversationEthic>

[C7] CILIP BAME Network Steering Group (2019). *CILIP BAME network terms of reference*. Available: [https://cdn.ymaws.com/www.cilip.org.uk/resource/group/f1438514-8e94-4c3d-99fc-ac0c95f743da/documents/\\_bame\\_network\\_-\\_terms\\_of\\_refe.pdf](https://cdn.ymaws.com/www.cilip.org.uk/resource/group/f1438514-8e94-4c3d-99fc-ac0c95f743da/documents/_bame_network_-_terms_of_refe.pdf)

[C8] CILIP (2019). *Terms of reference for LGBTQ+ Network Steering Group*. Available: <https://www.cilip.org.uk/page/TermsOfReferenceLGBTQ>

[C9] ARA (2016). *ARA conference 2016: Global futures*. Available: [https://www.archives.org.uk/images/Conference\\_2016/ARA\\_Conference\\_2016\\_Handbook\\_web\\_version.pdf](https://www.archives.org.uk/images/Conference_2016/ARA_Conference_2016_Handbook_web_version.pdf)

[C10] Pye Tait Consulting (2018). *Archives sector workforce development strategy*. Available: <https://www.nationalarchives.gov.uk/documents/archive-sector-workforce-strategy.pdf>

[C11] Department of Digital, Media, Culture and Sport (2016). *Libraries deliver: ambition for public libraries in England 2016-2021*. Available: <https://www.gov.uk/government/consultations/libraries-deliver-ambition-for-public-libraries-in-england-2016-2021/libraries-deliver-ambition-for-public-libraries-in-england-2016-2021>

[C12] Society of Chief Librarians and CILIP (2017). *Public library skills strategy*. Available: [https://cdn.ymaws.com/www.cilip.org.uk/resource/resmgr/cilip\\_new\\_website/plss/plss\\_july\\_2017\\_final.pdf](https://cdn.ymaws.com/www.cilip.org.uk/resource/resmgr/cilip_new_website/plss/plss_july_2017_final.pdf)

[C13] Arts Council England (2019). *Equality analysis: development of Arts Council England's 10 year strategy 2020-2030*. Available: <https://www.artscouncil.org.uk/publication/equality-analysis-ten-year-strategy>

[C14] Libraries Connected (2019). *New project to tackle lack of diversity in library leadership announced*. Available: <https://www.librariesconnected.org.uk/news/new-project-tackle-lack-diversity-library-leadership>

[All links available to access 12 March 2021]