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K&IM Awards 2020

We will be opening the call for nominations for the Information Resources Awards 2020 on 1st June. Details will be in our June Newsletter and on our website.
These awards given to outstanding information resources, whether in print or electronic format, that are available and relevant to the knowledge, information management, library and information sector in the UK. Electronic resources can be in the form of a website, e-book, blog, training programme, etc.

Calls for nominations for the Walford Award will go out at the beginning of July and details will be in our July Newsletter and on the K&IM website.
The prestigious Walford Award is made to an individual who has made an outstanding contribution to knowledge and information management services in the UK.

If you have any ideas now for nominations for either of these awards or would like further information contact Amanda Duffy at
jdburntoak@virginmedia.com

In July we shall also be inviting nominations for the K&IM and UkeIG Information Manager of the Year Award. The award is given in recognition of an individual who has made a significant contribution to the discipline of knowledge and information management through their work and professionalism.
Watch for details in the Newsletters and on the websites of K&IM and UKeIG

Online edition **http://kimrefer.info**

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Clap for our KM and IM Professionals in Healthcare

Here are some short descriptions which give a flavour of the amazing ways in which our K&IM and library colleagues in healthcare, surely the most hard-pressed sector at the moment, have risen to the challenge of COVID-19.

NHS Health Education England Library and Knowledge Services Team
Sue Lacey Bryant
National Lead for NHS Library and Knowledge Services in England

Optimising the evidence base and ensuring continuity of service: including working with health libraries and partners to establish access to evidence and knowledge services for the Nightingale Hospitals; ensuring all NHS staff can access COVID-19 content; collating and signposting trusted sources of evidence including information for patients and the public; helping to structure the eLearning for Health Coronavirus programme at: https://www.e-lfh.org.uk/programmes/coronavirus/

Coordinating resources and capability and supporting NHS library and knowledge workers: including creating a repository of searches and search strategies related to COVID-19 and also signposting current awareness bulletins in order to save time and reduce duplication by NHS librarians. Sharing tips on running virtual knowledge services and on working from home, including health and wellbeing: https://kfh.libraryservices.nhs.uk/covid-19-coronavirus/

National and international liaison: including responding to the UK Parliament DCMS Committee Inquiry on the impact of Covid-19 on DCMS sectors; and liaising with professional leads in all parts of the UK and overseas.

Medicines and Healthcare products Regulatory Agency
Agnes Kozlowska
Information Services Manager
Communications Division

Information professionals at Medicines and Healthcare products Regulatory Agency support the research on the existing drugs and treatments application for COVID-19. The usual reply time target 24h has been scrapped, and the requests for the full text articles and chapters are fulfilled instantly between 9am and 6pm. To support the teams working on certification of the

ventilators and PPE, we have opened several additional British Standards Online accounts to enable access to all current medical devices standards. We provide twice a day new updates on regulatory flexibilities from the major foreign regulators, to inform about the best practice in medicines licensing and medical devices certification. We try, as much as we can, to share our resources under CLA Licence, especially with NHS Trusts. It is the busiest time for us and for the other government agencies supporting fight against COVID-19. Despite the priority tasks related to the pandemic, our small team still provides all standard services: building search strategies, supporting publications of our scientists, dealing with all copyright issues and delegation of authority licences, reporting, stock review, catalogue updates, inductions and training for the staff, although all this work is now done remotely.

Brighton and Sussex NHS Library and Knowledge Service
Ben Skinner
Head of Library and Knowledge Services

The team at Brighton and Sussex NHS Library and Knowledge Service provides the KnowledgeShare online evidence system to more than half of the trusts in England and Wales. KnowledgeShare provides personalised evidence update emails to over 40,000 NHS staff, and also manages evidence search work for library and knowledge teams. During the COVID-19 outbreak we have increased our input of content, to ensure that the email updates delivered to staff across the country include the latest publications on the situation as it develops. These are available at:
 www.knowledgeshare.nhs.uk/coronavirus_infections for those who are not subscribers to the service.

We have also worked with Health Education England to help populate a repository of high-quality evidence search reports on the topic of COVID-19. More locally, our team has been working with our Medical Director to ensure that our hospital's repository of pathways and guidance remains up-to-date as new pathways are rapidly developed, and have also helped produce a patient information leaflet for hospitalised patients with suspected COVID-19.

NHS East Dorset Library and Knowledge Service
Alison Day

We are offering a hybrid virtual and face-to-face service. To date, we have signposted Covid-19 resources, including staff wellbeing information, via our webpage; provided a daily summary of government advice to inform HR Q&As; completed a variety of evidence searches, some related to Covid-19, and others to support those doing other research or patient care related

activities; supplied journal articles; delivered training on finding evidence and critical appraisal; supported education colleagues to rapidly set up e-induction for new starters using our externally facing webpages; provided spaces for vulnerable staff to work physically distanced; provided books and articles for clinical staff up-skilling to work in new areas; and supported those that need a hand with some basic digital literacy within the library spaces.

Leeds Community Healthcare NHS Trust Library
Maria Simões
Assistant Librarian

At Leeds Community Healthcare NHS Library, we are a small service with a large audience: not only do we serve our community staff, we also provide a service to the CCG, two hospices and some council public health staff.

At the outbreak of the virus, and immediately after our team of three all started working from home, our first response was to adapt our current awareness service to the crisis: we merged our Communicable Diseases, Infection Control and Public Health mailing lists and created a COVID-19 new one. We did, of course, ask our subscribers if they wanted to receive the digest emails we started producing, and then went on to promote the new bulletins to our wider audience. We are currently sending out about three email digests every day, which list Government and WHO updates, reports, opinion pieces etc. from think tanks and independent organisations, all the multiple research resource centres ,so many platforms have made available for free.

Our current awareness service normally covers only grey literature, but then the other way in which we have been supporting the NHS or public health staff is by carrying out topical literature searches – we have ongoing searches on learning lessons from the countries ahead of us on the pandemic for the Leeds team dealing with the local response, another one on the rehabilitation of infected patients for our trust, and last week we were asked by the chair of our BAME network to carry out a search on the impact of the virus on BAME staff and communities. Meanwhile, we continue to supply books and journal articles, and to attend all the previously scheduled meetings as much as possible, all virtually of course. And I will be delivering my second literature searching training session via Microsoft Teams next week. We have been busier than ever!

Lincolnshire County Council Public Health Division
Alison Price
Knowledge Officer

As librarians embedded in a local authority public health intelligence team, our role during the pandemic has had two main service strands – current awareness and on-demand literature searching. These are our usual core work areas and we have adapted them in response to need, by;
•   adding a Covid-19 supplement to our routine current awareness work, disseminated throughout the public health and social care departments
•   undertaking a daily trawl for updates to support specific projects, such as work to model indirect Covid-19 mortality
•   accelerating the turnaround time of literature search requests, to inform local public health planning.

Rotherham NHS Foundation Trust Library & Knowledge Service
Helen Cartwright
Knowledge Management Specialist

Here in The Library & Knowledge Service at Rotherham NHS Foundation Trust we're working hard to keep all our colleagues up-to-date with the latest COVID-19 evidence. Working remotely while our physical library space is closed, we've built a COVID-19 portal on our website, bringing together the latest guidelines, research and data. Our Latest Health Newsfeed provides our subscribers with COVID-19 updates every day, and our new handle #covid19rftlks is collating all our relevant Twitter content. We're circulating a weekly bulletin of latest research from key medical journals for our front-line clinical staff and producing a 'Recovery' bulletin for colleagues in public health and primary care, to support work as we prepare to emerge from lockdown. All our bulletins are available on our COVID-19 portal. Last but not least we're pulling together resources to support the health and well-being of NHS staff, ensuring they are easily available 24/7 via our website.

NHS Greater Glasgow and Clyde Library Network
Catriona Denoon
Library Services Manager (Subject Specialties)

We have developed a national literature search network (covid19ks.zendesk.com) – this allows library services across NHS Scotland to work together to provide evidence and literature searches for NHS Scotland staff during the Covid-19 pandemic.

We are developing a range of apps including toolkits for staff who are being deployed to new areas, eg. respiratory medicine. Some of this work is in partnership with the national Right Decision platform project, and with Tactuum.

We are supporting the provision of ipads in wards to help patients keep in touch with family and friends while they are in hospital.

Royal College of Nursing
Cathryn Peppard
Information Skills Manager

At the Royal College of Nursing (RCN) Library and Archives Service we have been supporting the RCN activity by carry out literature searches for staff. These have been used to develop professional guidance for the membership and to inform our professional leads at cross-organisational meetings. Our Archive has launched a collecting project to capture the decision making and activities of the RCN as an organisation, some of which will capture the lived experience of nurses. We have also been swift in adapting our service to members to ensure they are still supported at a distance, including offering online wellbeing events such as 'Time to Draw' and 'Time to Write'. These events are aimed at supporting the nursing family step back and have a space away from their current challenges and work.

University of Gibraltar
Caroline Moss-Gibbons
University Librarian

The Director of Public Health in Gibraltar, Dr Sohail Bhatti, Head of the School of Postgraduate Medicine at the University of Gibraltar, formed the **COVID-19 Research Team Gibraltar** to keep local clinicians and allied health workers abreast of the latest clinical and epidemiological literature as it emerged, as well as providing the evidence base for advice to the Government of Gibraltar. Research Team members, drawn from scientific institutions across Gibraltar (Associate Campuses) review and circulate summaries of new COVID-19 material on a daily basis to the Director of Public Health. As the University Librarian (the Parasol Librarian) I am a member of that Research Team. My role includes current awareness activities such as alerting the team to new material and sites, and creating and maintaining an archive, and index, of the pdfs of the literature included in the daily literature reviews. I am also responsible for creating and updating a table of the persistence of the virus on different material types.

Research outputs by the School of Postgraduate Medicine such as the COVID-19 early interventions paper published this week (1st May) in *Clinical Medicine** are archived in the University of Gibraltar Institutional Repository, which is managed by the Library.

*Goyal, DK; Mansab, F; Iqbal, A and Bhatti, S (01 May 2020) Early intervention likely improves mortality in COVID-19 infection. *Clinical Medicine*, 20:3, May 2020. Doi: 10.7861/clinmed.2020-0214 [accessed 04/05/2020]

Lockdown Learning

Nicola Scull, Chief Knowledge Officer, The London Institute of Banking and Finance

With the world in turmoil, many of us find ourselves with more time on our hands than we know what to do with. For some of us, the lack of social interaction is freeing up our spare time, for others, furlough has taken away the focus and routine that we relied upon. Even for those who welcome the opportunity to do things we have longed to have the time for, there is still only so much knitting, reading, [insert your own hobby] that we can do. Today's situation may provide many of us with an opportunity to really concentrate on developing our professional knowledge and skills. This might help to keep our minds active, provide a focus during a time where hours and days pass in a blur, and mean that we come out the other side with greater skills and knowledge.

This article explores some of the activities you might consider, whether during lockdown, or later when this situation is over.

Purpose of Development

As professionals, we know it is important to stay up to date. We are undoubtedly appraised on our commitment to Continuing Professional Development (CPD). We know that in our fast-paced world if we are not staying up to date, we are, in truth, going backwards. However, enhancing our skills is often the objective that falls off of our to-do list when things are busy. As someone reasonably committed to CPD, I often reflect that I have only squeezed any recent activity into my commute. If I am honest with myself, this is really just a cursory nod to staying up to date and does not truly equate to development.

Aside from adhering to the expectations of our employer and/or professional body, there are many reasons to develop ourselves. At a basic level, we need to stay up to date with industry news, technologies and the changing world of work. But at times, we will also need to build skills in new or existing areas of expertise, prepare for a specific project, or develop our professional voice. We might simply find learning fun.

Whatever your reason for learning, I recommend that you create a plan. It can be high level or detailed – but having your development aims expressed helps to keep you focussed and creates a sense of achievement once you have completed your activities.

Three Components of Development

I find that it helps to break down CPD activities into 3 distinct areas.

- Enhancing your professional skills
- Building knowledge of the industry you work within
- Developing/improving 'soft' skills

When planning your own development, or discussing how to support team members with theirs, I suggest you think about each of these areas. This ensures that you retain a balance in your development rather than focussing on one specific area that is easier, or which has a greater interest for you.

Ways to Develop

There are many ways to enhance your knowledge and skills. I have shared a few of my favourites alongside some links you might find useful. Don't worry if they don't all appeal – find one or two that do and concentrate on them.

Study

As well as the usual qualifications, the growth in MOOCs / online courses (with and without certification) provides a simple way to study from home. I've studied many of these. Most include some sort of non-essential collaboration and make use of a variety of media. Content is bite-sized, so you can dip in and dip out when you have time, or engage with just the bits that you are most interested in. If you do complete a course, you can gain a certificate/badge – though some may charge you for this, or require a small assessment. They are generally short courses that require just a few hours per week. There are a range of providers covering almost every subject you could think of. And of course, you'll find plenty of one-off lectures/webinars too. Take a look at the following examples:

- https://www.futurelearn.com/
- https://www.edx.org/
- https://www.udemy.com/
- https://www.vision2learn.net/courses
- https://www.cilip.org.uk/page/elearninghub

Research

A natural skill for most of us will be undertaking some research and reading to build knowledge. I won't teach grandmothers to suck eggs by listing my favourite tools here. Perhaps the more notable challenge for us is undertaking research focussed on developing our own skills, rather than answering someone else's immediate need. Additionally, our greater reliance on digital resources means that we often miss out on the serendipitous learning we used to get when reading print journals. So, my tips here are:

- Undertake some research on areas you've identified for your own development
- Set up some alerts/repeat searches, and follow blogs that alert you to things you didn't know you wanted to know

Join the conversation
It is true that we learn so much from talking to others. For me it is one of the main reasons for attending conferences and workshops, or the true value of collaborative study activities. Even during lock-down there are plenty of ways to still engage in conversations…

- Social Media: LinkedIn and Twitter are particularly good for professional networking
- Discussion groups (eg. JISC-mail groups, CILIP Special Interest groups etc)
- Webinars - live or pre-recorded (eg. https://www.cilip.org.uk/events/event_list.asp; http://www.ala.org/pla/education/onlinelearning/webinars/ondemand; https://www.jisc.ac.uk/events)

Reflection
Take time to reflect on what you are already doing. Think about how what this means for your practice, consider how you have effected a change in your knowledge. This is especially true at the moment where we are perhaps developing knowledge and skills without even realising it. For example: the greater use of Zoom and web conferencing tools could be developing your technical competence, improving your digital communication skills, or simply giving you a greater confidence about using your face and voice in public.

Be kind to yourself
These are unusual times. Many will find that they have more time on their hands than usual – whether because they are on furlough or just experiencing a reduced social life. Others, of course, may be time poor: juggling work and family commitments. What is almost certain is that we are all dealing with a range of activities and emotions – our own as well as those close to us.

There are simply hundreds of news articles, social media memes, and well-meaning friends encouraging us to come out the other side of this a better self. For me, this can add another stress: as Parnell (2020 says) *"Getting through lockdown is not a competitive sport – you don't have to come out of it fitter or more fabulous…. My advice: aim low, then you'll never underachieve. And eat biscuits."*

On a serious note, this may not be the right time for you to think about developing knowledge or skills. If that is the case, truly accept that and forget it for now. Development is a life-long activity, so take some time off. On the other hand, you might really relish using this time to learn. You may of course move between these two extremes over the next weeks.

My advice is to do whatever feels right, be kind to yourself, and eat biscuits if you want to.

Nicola Scull is Chief Knowledge Officer at The London Institute of Banking and Finance. As such, she is responsive for driving the reach and impact of the organisation's research and knowledge output, and embedding knowledge sharing and transfer into the culture of the organisation. She oversees the library services, and lectures undergraduates on core academic and business skills.

She is currently embracing furlough as an opportunity to develop her skills with certain software applications, her knowledge around diversity and inclusion in the workplace, and her knitting. She might also be battling an addiction with custard creams.

Parnell, K. (2020) Can all the lockdown motivators get lost? Daily Telegraph, 11 April 2020. Available at: https://www.dailytelegraph.com.au/rendezview/kerry-parnell-can-all-the-lockdown-motivators-get-lost/news-story/d5a7b655c61857e1bf1e8ece00fcaf38 [accessed 20/4/20].

Can You Hear Me? Connecting with People in a Virtual World
Nick Morgan
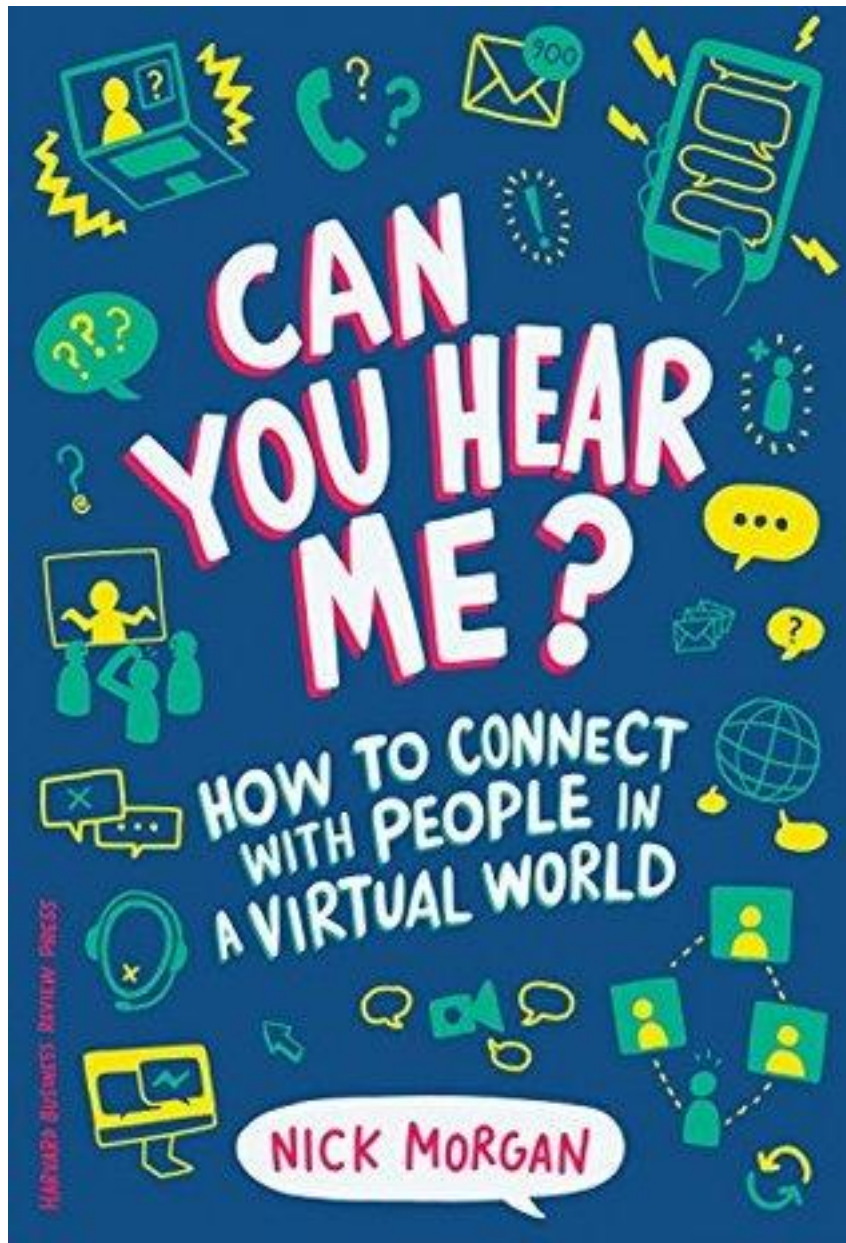
Whether we like it or not we are all having to get a lot more experience of using virtual technologies during lockdown. Leading US communication coach Nick Morgan shares his expertise on why virtual communication is so difficult and provides some tips on improving the now ubiquitous webinar.

These extracts from Nick's book **Can You Hear Me? Connecting with People in a Virtual World** are reprinted here with permission from Harvard Business Review Press.

Virtual Communication Engenders Five Big Problems Seldom Encountered in Person

The first big problem with virtual communication is the lack of feedback. This is the problem from which all the rest of the problems in the virtual world flow. Humans (in an evolutionary sense) are relatively feeble creatures. We run the risk of falling victim to lots of bigger animals with paws and teeth that can reduce us to dinner with a swipe or a bite. So, we evolved to be prediction junkies and became adept at scouting out patterns. We want to know, always, what's going to happen next, and we want to know, does that shadow mean a tiger is lurking over there?

Our brains constantly scan the spaces around us, looking for danger patterns and making predictions. We use the five senses that we're aware of, and others that only our unconscious minds keep track of, like sensing the way the air changes around us when other humans or animals are drawing near.

The virtual world usually deprives us of most of those sources of sensory information. We simply don't get the feedback we're used to getting constantly and analyzing continuously. Our brains respond by filling up the sensory data with memories, made-up stuff, and anxiety. And thus we find the virtual world repetitive, confusing, and tension-filled. We suffer in the virtual world primarily because of the lack of sensory feedback.

The second big problem is related to the first: the lack of empathy. Because we get little information in virtual communication, we learn little about how other people are feeling. The mirror neurons that normally send us constant data about other people's emotions are deprived of the sensory feed, and so they once again make it up. You start to imagine that the person on the other end of that email is angry at you, because you don't really know what the person is thinking.

This lack of information, and the resulting misinformation filling the pipeline, lead us to poor or incorrect analyses of other people's emotional states. Our normal high levels of empathy are reduced or rendered inaccurate.

A side issue of the lack of empathy is that the virtual world is less interesting, since a big part of what engages our time and attention in the real world is figuring out what other people are feeling. And so, in the virtual world, attention spans are shorter, maybe as short as ten minutes. But habit dictates that meetings are usually scheduled in hour-long segments, some

even longer. Our meetings, especially virtual ones, are outstripping our attention spans.

The third big problem is the lack of control over your own persona. This problem develops in the virtual emotional desert. Because the virtual world is arranged largely by and for machines, it can remember everything. This capacity means that you leave endless digital footprints everywhere you go. In the real world, people forget and forgive. In the virtual world, as many job applicants have found, all those embarrassing photos from your wild college parties are still out there, ripe for the harvesting.

As we'll see, you can manage your virtual persona to a certain extent, but on the whole, it's as if every step you ever took were memorialized in wet cement as you ventured forth. The virtual world is the wet cement for every digital step you take.

The fourth big problem is the lack of emotion. The human mind is constantly assessing its surroundings and the intent of all the people within its ken. Take away the emotional subtext, and an odd thing happens: we have a hard time making decisions. Most of us believe we made decisions as Mr. Spock did. That is, we think consciously and logically and make decisions accordingly. But a good deal of neuroscience has clearly established that we make decisions in our unconscious minds, basing them on memories and on emotions. As a result, our ability to decide things in the virtual world is severely constricted. We have a hard time deciding, we make faulty decisions on scanty or misinterpreted data, and we end up tuning out altogether.

For example, we've all experienced the mess we can make with one misinterpreted email, where somebody imagines a tone that we didn't intend. The same thing can happen in an audioconference. Does the silence in response to what you've just said mean that everyone is in rapt agreement or that everyone is tuned out—or that people are on mute so that they can have a party? You don't know, you can't decide, and it's all too much hard work.

And the last big problem is the lack of connection—and commitment. Humans crave connection, and the virtual world seems endlessly social. But real connection, like decision making, is based on emotions. Take the emotions out, and we feel alone more often than makes sense. The bonding that naturally happens when people meet face-to-face and size each other up, fall in love, find mutual interests, and so on, is lacking. And thus with thousands of Twitter followers, oodles of Instagram and Facebook friends, and a huge LinkedIn community, we're still left endlessly chasing the junk food of connection online—likes, clicks, and links that give us a passing thrill but no real sense of connection like a hug.

As a result, a formidable issue for us humans is that online commitment—trust—is fragile. Trolling (nasty, unproductive baiting and name-calling) is rampant. The whole emotional life of the online world is, in short, a train wreck for the way the human mind actually works.

The Webinar Cheat Sheet

Too many webinars are built on the assumption that the audience will sit passively and absorb the content for an hour or even longer. People need to ask themselves: "Are there are any other contexts where you would sit passively and watch content for two or three hours?" "Yes, it's called *The Lord of the Rings*."

Use these suggestions to move beyond the mediocre expectations usually afforded the webinar.

1. Share what you can beforehand to make the webinar as focused and as efficient as you can.
2. Think about creating short videos before and after your webinar.
3. Just as in a face-to-face conference, webinars should have backup speakers ready.

4. You should also backup everything else.
5. Consider adding music to your webinar.
6. Limit the number of participants.
7. Have a buddy or, better yet, have two.
8. Start on time.
9. Have an agenda, and stick to it.
10. Also announce who is on the call.
11. Because people crave conversation and collaboration, make it easy for them to do both. Create some rules, announce them, and stick to them.
12. Announce a way to involve the whole group, and periodically use this approach.
13. Be clear on whether your meeting is about an exchange of information or decision making.
14. Have an overarching story line to your webinar.
15. Appoint someone to be the recording secretary, if there are things to be decided.
16. Before the start of the meat of the presentation, go over expectations.
17. Never go more than ten minutes without some kind of break and change.
18. Either you or your buddy should regularly comment on what the status of the meeting is.

19. Put back into the webinar the emotions that the virtual format takes out.

20. Keep the focus.
21. Follow up with something valuable after the fact.
22. Summarize at the end of each chapter, or part, of the webinar, and provide a tease for the next one.
23. Vary the content and format of those chapters.
24. In general, keep things a little more formal than in a face-to-face meeting.
25. Keep track of those who don't participate, and give them a chance to do so on the penultimate break.
26. Regularly use active listening to restate questions for clarity and agreement.
27. If it's a public conference, then encourage the use of Twitter and other social media channels.
28. If there are follow-ups to do, note those too, and notify those affected.
29. Use social media to create a winner after the fact.
30. Start an online discussion about the knowledge and insights developed in the webinar.
31. Crowd source everything.
32. Connect the webinar to the news of the day in some way.
33. Give away things that will increase retention and participation.
34. Offer something unexpected near the end of the webinar.

35. Offer smaller discussion sessions to participants after the webinar.
36. Periodically send follow-up items of value to participants.
37. Offer face-to-face meetings for a select few.

Extracts from:

Can You Hear Me? Connecting with People in a Virtual World
Nick Morgan
Harvard Business Review Press, 2018

Reflections from a Chartered Knowledge Manager
Keith Wilson

It's a lovely, sunny spring day. I'm looking out of the window to see nothing moving except birds, and reflecting on my experience as a Chartered member of CILIP. This extraordinary time is outside my experience. Its circumstances, levels of information and knowledge creation and use, value destruction and personal stress, creativity and innovation, distrust and uncertainty, rapid change, keeping in touch and relying on others are suddenly turbocharged in new directions.

My reflection is that the day I sent my application to Charter was one the best day's work I've done.

I am fortunate to be a Chartered Knowledge Manager (CKM) mentor, currently mentoring three CKM mentees. They're exceptional people, with differing backgrounds. A knowledge management consultant at the stage of establishing a recently registered business, a senior knowledge manager for an international construction engineering and sustainable environment business, and the knowledge manager of a South East Asia government regulator. The different contexts in which they practise underscore how versatile Chartered membership is. Each mentee has a golden thread of common, high-level and developing skill and knowledge in their practice, characterised by the CKM Professional Knowledge and Skill Base (PKSB).

Chartered Knowledge Managers have an advantage compared to Chartered Library and Information Professionals with the publication of BS ISO 30401:2018, Knowledge management systems - Requirements. A management systems standard from the BS ISO 9001 stable, it provides unambiguous guidance and a practical tool for practitioners. Its competences criteria align with other international management systems standards. CKM PKSB has powerful congruence with them. Chartered Knowledge Managers have a head start in immediately reassuring employers and their customers and clients that they can trust their colleague to be ready to add value, referenced to an internationally trusted tool.

CILIP is updating its thinking on what it means to be a professional and what professionalism is, under the leadership of Liz Jolly. Integral to being an effective Chartered member is continuous contribution and responsibility to society, a sustainable and inclusive world. The plain language Code of Ethics has made decision making usually clearer, and on occasions presented a binary dilemma. When this has happened since Professional Revalidation, I have written up the issue in my revalidation log, with my professional judgment, learning and any turning point. I've then revisited and updated it

very regularly until I make a decision. I've found this to be helpful. In part it helps me to set it in the context of other CPD, in part it helps me think through what else I should do, and in part because a CILIP assessor will read it in the future.

Thinking about the Chartered Knowledge Manager Chartership, and the characteristics I see in my mentees, here are some values for practitioners and employers.

• Ambitious for the organisation, in the goals they set, and for colleagues and clients.
• Forward thinking, using knowledge creating and handling skills and up to the minute research.
• Authoritative and backed by peer review of Chartering and Revalidation.
• Self-contained in personal professional development and not reliant on an employer to define training and development needs.
• Anchored in best practice experience.
• Part of a high-standards and progressive peer network.
• Learning from other sectors based upon common professional knowledge.
• Drawing on personal resilience and capability when circumstances turn difficult.

In my consultancy work, I have found my Chartered status both valuable and respected. I have found this especially so in Asian-Pacific rim countries. I can show how I keep up to date and how I apply that knowledge, and how it is scrutinised. It has put me on an equal footing, when for many years I have led several multi-disciplinary teams of construction and legal professionals, and in negotiating for consultancy contracts. It has helped me to diversify into expert witness, audit and risk, Independent Directorship and due diligence.

At the moment, we are all learning or re-learning what the extreme unexpected is like. One the one hand this fuels rare opportunities to rethink, relearn, reposition, speed up innovation, scale up ambitions. On the other hand, hopefully in our work we won't have to face a legal cross examination. The likelihood may be very low, but its impact is very high. Counsel for the ongoing Grenfell Tower Inquiry usually starts their examination of witnesses with the questions 'are you registered/chartered?', 'what is your professional experience (and knowledge) of the issues being examined?', 'do you undertake CPD?', 'do you keep records of it?'. In both cases, it would be time to draw strength from being Chartered.

Can Better Knowledge Management Get Us Closer to Net Zero Carbon?
Rory Huston, Head of Knowledge Management, Cundall

Rory Huston is Construction Engineering Firm Cundall's Global Head of Knowledge Management. He has a passion for Digital Transformation/Digital Engineering, and low carbon building design. In this blog, he discusses how these three disparate things align!

The Future is already here...
One of my favourite quotes that I like to trot out on any given occasion is from William Gibson "The Future is already here, it's not just very evenly distributed yet".

The construction industry is responding to the Climate Emergency with a mission to decarbonise our building stock (which contributes up to 40% of UK carbon emissions, including heating our homes). Our industry is grappling with our Net Zero mission; we know what we need to do, but how do we go about doing it? As a knowledge manager, what can I do to turbo charge this?

How do we deploy Knowledge Management in Cundall?
My fundamental belief (as you would expect from a knowledge manager) is that if we can better access the knowledge in our company's (and our industry's) collective brain, we can really do something special.
If you are lucky enough (!) to meet the rare beast of a knowledge manager, you will notice we are all quite different in our approach, depending on the organisation we are in. This is because the role is driven around leveraging value with tactics heavily influenced by the company culture and scale, that join the dots of client value. There is no defined system: you can't "Buy" a knowledge management culture, as it's, well, culture!

My flavour of knowledge management is innately social. At Cundall, we are almost 1000 minds strong, each passionate about the built environment in some way, and everyone has a special interest or super power. As I go around the business, it's quite mind blowing what different people are into: forensic interest in our construction specifications, optimising design software workflows, using agile tools like Trello to manage design teams more effectively, how to decrease carbon in our structural designs, predicting future climate adaptation. And you should see my R&D colleague Ed Wealend's eyes light up when he talks about microbial biotech in the built environment and mycelium building products (they are made of mushrooms for those in the know!).

For me, KM is 20% tech, and 80% about culture. When you have connections in the company interested in the same things as you to spur you on, you'll often achieve much more, much faster. We've seen an explosion in collaboration across our offices in the last year, through careful use of webinars, newsletters and social media tools such as Yammer, to help connect people and model the communicate our values better. The community connections between our staff are getting stronger, turbo charging the "Cundall brain". The tools have enabled the culture to thrive. So with all this enthusiasm in 25 different offices, my role is part programme manager, part "knowledge dating agency", and part systems deployer, to enable me to bring the right people together.

So how does KM help solve the Climate Crisis?
Our industry knows what it takes to make great buildings for people and for planet. After all, we have been doing it for thousands of years but we often don't. But why? Cost? Lack of ambition? Lack of understanding? Our industry has all the tools to deliver a net zero building now, so how do we make this mainstream?

I think there are three main places knowledge management can help:
- Simplifying: Understanding the complexity, and bringing relevant people in the knowledge flows together
- Transparency/Communication: Enabling greater transparency through effective use of channels to connect like-minded people
- Connecting experts with projects aligned to their expertise, wherever they may be, not just where the project is.

Transparency
I think we are at a really exciting time, with the mix of workplace technologies, such as Trello, Zoom, cloud-based 365 products, and online newsletters all becoming very maturely used in our culture, complemented by the exciting visual programming tools, and with machine learning / AI starting to guide our design process too. These new efficiencies are giving us the chance to get on top of the complexity more, to understand each other's expertise more deeply, to communicate the data better; and ultimately getting us ready to help our clients realise lower carbon designs that are better for people. We have set up various internal webinars and newsletters, that are enabling us to learn from each other, and also to build better, richer networks in the company. The technologies are not a substitute for conversation, but mean you get to talk to the right person about the right thing, driving a richer learning environment.

Connecting the right opportunities with the right skill sets

The challenge for our business is to identify clients, architects, contractors and the whole supply chain who are open to these challenges, and interested in making bold steps forward to share our knowledge more deeply, early on in a project. Where we measure success on outcomes, risk and reward are balanced across the whole design team. Our work for forward thinking clients like the University of Wollongong in Australia, which recently achieved Living Building Challenge status, was driven by a vision to be highly sustainable. When we use our best examples to show what's possible, it then can start to become the norm. But we need KM to identify those leading examples, and then communicate them in a simple, and digestible way. A lot is changing, which can be a heavy change management load on staff, so we need to be quite agile.

What next?

The combination of digital communication tools, and digital transformation of our business generally is allowing us to change how we design buildings. This is happening at an unprecedented rate, so being mindful of change management and technology adoption cycles is very useful. We are also being spurred on by the Climate Emergency, which also requires different types of buildings, so the two issues are becoming very complementary to allow us to provide greater value to society.

We have millions of buildings in the UK; imagine being able to apply machine learning to those, to work out the most energy efficient. How can we get the data, train our engineers to use these approaches, and then apply the knowledge learnt to how we design? Finding channels and mechanisms to leverage this data, the expertise, and be able to model with increasing detail will be incredibly exciting over the next few years. It's going to require new relationships between data science, L&D, and Knowledge Management, and I am certainly excited by it!

But the first steps for any organisation must be to look at how it can connect its people better, so "Cundall knows what Cundall knows" to plagiarise Lew Platt, a former CEO of Hewlitt Packard, and how we add your knowledge as an industry partner into this exciting puzzle.

On a Personal note...

I genuinely love being a knowledge manager. As a discipline, we have such great opportunity to leverage what is great about the businesses we work with. I'm a natural extrovert, and very curious, so the social approach my company needs suits my personality traits well. I get to work cross-department and internationally with a variety of engineers and professionals; every day is a learning day.

I've just started preparing for CILIP KM Chartership. I've been surprised by how useful the reflective writing practice has been, and pleased that I will be able to seek accreditation to validate my skills and knowledge. I appreciate CILIP setting this up; KM and Librarianship might not always seem like natural bed fellows, but as data, AI, and KM develop, I'm sure there are going to be lots of great synergies that develop.

To leave you with one last final quote on the power of KM…"*Your future success depends on developing a new kind of expertise: the ability to leverage your proprietary knowledge strategically and to…. tap fallow, undeveloped knowledge.*" (Ihrig, Martin and MacMillan, Ian (2015). Managing your mission-critical knowledge. *Harvard Business Review*.)

Understanding AI, Cybersecurity and Blockchain
Helen Edwards, Editor, K&IM Refer

Many knowledge managers and information professionals can be forgiven for feeling overwhelmed by the hype coming from new technologies. It is hard to know even what questions to ask. This bookshelf introduces three new books from *Harvard Business Review Press* which give useful perspectives on where we are today and what these technologies mean for the future.

Competing in the Age of AI: How Machine Intelligence Changes the Rules of Business
Marco Iansiti and Karim R. Lakhani
Harvard Business Review Press, 2020.

(picture fyfephote)

A key insight from this book is that remarkable advances can be made from simple algorithms. The authors make the distinction between:
Strong AI: machines that can think and act in a way that surpasses human intelligence.
Weak AI: any activity that computers are able to perform that humans once performed.

Weak AI alone is more than capable of transforming how firms can create, capture and deliver value. Iansiti and Lakhani use the example of counting pigs in China to illustrate the impact of simple technology on business models. There are 600 million pigs in China, which can be quite difficult to tell apart. However, using facial recognition technology to identify each individual pig, a much wider range of services from insurance to pig welfare to farm productivity can be built around the simple idea of accurately accounting for each pig.

Central to the AI-driven business model is the concept of the "*AI factory*", created by "*industrialising data gathering, analytics, and decision making to reinvent the core of the modern firm.*" Unlike traditional businesses, AI operating models are very easy to scale, and work better the bigger they are. Especially with regards to digital learning, the ability to process very large volumes of data enables very different types of insights. Another crucial difference between the AI factory and traditional business is that the AI factory works on generic principles of the data pipeline, the algorithms, the IT infrastructure and the experimentation platform. This "universal" architecture can readily be applied to adjacent industries, transforming the scope in which

a company can operate. For example, the automobile industry has long relied on its dedicated highly-specialised factories and teams of experts. But it is now being re-imagined as "highly connected, AI-enabled service" with all kinds of new service opportunities. The authors conclude with their thoughts on how strategy needs to change: *"Instead of focussing on industry analysis and on the management of company's internal resources, strategy needs to focus on the connections firms create across industries and the flow of data through the networks the firms use."*

A Leader's Guide to Cybersecurity: Why Boards Need to Lead - and How to Do it
Thomas J. Parenty and Jack J. Domet
Harvard Business Review Press, 2020

As the central focus of cybersecurity is technological (hardware, software and networks), many non-technical factors risk being ignored. Furthermore, "*the technical nature of the cybersecurity dialogue alienates important parties and stymies cooperation."* This book shows how improvements to cybersecurity can be made, simply by paying attention to governance and oversight: *"cybersecurity oversight is similar in concept to the "observer effect" in quantum physics, where the observation of an event changes its outcome. Requests for information motivate the company to pay attention to relevant dynamics and perform necessary analyses that it would not have done otherwise."* The book proposes a framework to manage cyber risks it calls "***digital stewardship."***

Digital stewardship consists of four principles:
- *If you don't understand it, they didn't explain it.* It is the responsibility of specialists to present issues in a way people can understand.
- *It is the business at risk.* Discussions should focus on the impact on strategy and operations, not computers and their vulnerabilities.
- *Make cybersecurity mainstream.* Cybersecurity needs to be incorporated in day-to-day operations and not left to a siloed function.
- *Engage motivation.* Incentivise behaviour that leads to accomplishing cybersecurity goals.

The authors conclude that resignation to the perceived inevitability of cyber attacks can lead to a neglect of regular oversight in favour of disaster planning: "*this approach is the equivalent of neglecting seatbelts and airbags in favour of deploying fleets of ambulances and helicopters to ferry crash victims to emergency rooms."*

The Real Business of Blockchain: How Leaders Can Create Value in a New Digital Age
David Furlonger and Christophe Uzureau

Harvard Business Review Press, 2019

Blockchain is a data structure with the ability securely to enable microtransactions. The technology has five underlying elements — distribution, encryption, immutability, tokenization, and decentralization — each with a separate set of technologies associated with it, and each technology has its own maturity path. This book explores the evolutionary path of the development of blockchain technologies from the late 2000s to where it may be by 2030.

The authors call the current phase "**Blockchain-Inspired**". The focus is on utilizing three of the five blockchain elements – distribution, encryption and immutability. These solutions often focus on re-engineering existing manual processes. Examples include "*a solution developed by Alibaba to facilitate tracking and tracing of food products, including milk products from Australia and New Zealand, and honey and wine from around the world and TradeLens, launched by the global shipping and logistics company Maersk, for managing documentation flows in supply chains*." However, most projects are still just in the experimental phase.

A full use of blockchain also involves addressing issues with tokenization and decentralization. This last is the most difficult for organizational as well as technical reasons: "*many business leaders are as troubled by the notion of full transparency (albeit in an encrypted form) as they are by letting lines of code execute business decisions, especially if such execution is outside their full control*". Eventually the technology could evolve to "**Enhanced Blockchain",** involving the convergence of complementary technologies such as AI and IoT (Internet of Things). We are some way from this being realized.

A Day in the Life: Helene Russell
Helene Russell, Chair, Knowledge and Information Management SIG

Our new Chair of the K&IM SIG, Helene Russell, tells us about a typical Monday. This article was first published on the CILIP SW Group blog and was written before the pandemic lockdown. Our days now are very different.

A typical Monday in the working life of Helene Russell, TheKnowledgeBusiness
I'm running two training sessions this week: one on Wednesday in Birmingham on design thinking for knowledge managers and one on Thursday in London about the foundations of knowledge management in legal services. I research latest thinking and update my slides. I also do a bit of admin, checking that everyone who is coming to the events knows where to go and has told me about any food allergies. I check the venues, know who is expected, what teaching aids I'll need, and that they have sorted out the catering for me.

I proofread my typeset chapter for Ark's multi-author book on Innovation and KM. I've written a chapter all about what Innovation is and how businesses can improve innovation levels and creativity inside their business, by creating diverse groups to make use of "creative abrasion". I suggest a couple of grammatical changes to improve readability, but I'm fairly happy with it. (*Since I wrote this article, the book has been published, and you can see the details for it here: https://kminsight.co.uk/products/tomorrows-km-innovation-best-practice-and-the-future-of-knowledge-management*).

I run a book club for knowledge and learning professionals and send out packages of books to members once a quarter. They are due a book before the end of July, so I do some research and have a think about what book would be of interest to everyone. So far this year we've read "Critical Knowledge Transfer" by Dr Dorothy Leonard, and "Smart Collaboration" by Dr Heidi Gardner. I decide that this time it'd be interesting to read a practical handbook as a contrast, and I decide to buy "The Knowledge Manager's Handbook" by Nick Milton. I research which seller has the best prices, then buy a big box of them!

I'm off on holiday next Tuesday, so I need to get ahead with some business activities that would normally happen during the time I'm away. I tend to have quite quiet summers, as most clients and their employees are on holiday, but I've a couple of clients who have engaged me to work with them, but haven't decided when we should start work together yet. I don't anticipate that either will want me to start in the next two weeks, but I get in touch with both of them and make sure they know that I'll be away and that it won't be a problem.

I write a monthly newsletter which goes out on the first Friday of each month in which I discuss current issues in law firm KM. One is due to go out when I'm away. As we're now over halfway through the year, I decide it'd be interesting to look at which KM articles on my blog have been most popular so far and write the newsletter on that theme. I schedule it to send while I'm away on the first Friday of the month. I also schedule a few posts and tweets, so my social media accounts don't go entirely quiet.

I finish work at 4.30 so I can take my son to his cycling coaching, but I take my laptop with me and carry on working on my talks while I'm waiting for him to finish. Eventually I'm happy with my slides and I send them off to the venues to be loaded onto their systems, so they'll be waiting for me when I arrive to do my talks.

And that's it. It was a fairly typical day of writing and editing, researching and preparing talks, and some client care and business admin. I imagine those who work in KM inside a business have a quite different time.

Coronavirus (COVID-19): Parliamentary, government and official statistics coverage
Ruth Hayes, SCOOP

The House of Lords Library and its history were recently featured on the House of Lords' Twitter, and had been retweeted by the likes of CILIP and (I think) BBC London Travel News. This is how I came to discover that the Library has its own dedicated website, separate from the Parliament.uk one. Unusual has been the dominance on many websites (since about mid-March 2020) of one topic, coronavirus (COVID-19). In the top right margin of the Library's front page (https://lordslibrary.parliament.uk/), you are invited to "Read the Lords Library's latest articles on the coronavirus (COVID-19). Also, find the Commons Library's latest briefings on COVID-19 here, and the Parliamentary Office of Science and Technology's (POST) latest on COVID-19 here. "

We can have a look at these various links, and also be navigated very neatly to the House of Commons Library website (https://commonslibrary.parliament.uk/), whose links relating to coronavirus, range from short articles to "longer briefings on the Government's response to the coronavirus and its impact on key sectors …" Both Commons' and Lords' Libraries continue to publish Research Briefings on many policy areas, as indicated and accessible using the drop-down menus on the pale grey toolbar (Commons) and black (Lords). Both of these websites are pleasing to the eye, and easy to search and navigate, unlike much of what you find these days on those areas of Parliament.uk website which have been "revamped" (I use this word advisedly), to the detriment of functionality of search, and with messily arranged page layouts.

I'm sorry to say that search facilities on the gov.uk website seem to be increasingly difficult to use. For example, in the daily government briefing on Sunday 19 April, Gavin Williamson (Secretary of State for Education) recommended to a journalist to search gov.uk for guidance from the DfE. Following up on this, I soon gave up on his suggestion, and instead turned to Parallel Parliament, and found how straightforward it is to choose whatever I wanted at https://www.parallelparliament.co.uk/dept/DepartmentforEducation/publications - by selecting the Document type, where one of the search options is Guidance and Regulation.

Most dominant in coverage at these daily briefings (and elsewhere) has been the numbers of daily deaths, which until 28 April only mentioned deaths in hospitals, to the exclusion of deaths in care homes and other settings. More reliable as sources are the respective national statistical services, which I looked at on 15 April, noting the weblinks and key findings.

First up, National Records of Scotland: deaths involving coronavirus (COVID-19) in Scotland (https://www.nrscotland.gov.uk/covid19stats). The Key findings are as follows:

"As at 12 April, there have been a total of 962 deaths registered in Scotland where the novel coronavirus (COVID-19) was mentioned on the death certificate. The first mention of COVID-19 in a registered death certificate was the week beginning 16th March 2020. Of the total number of deaths registered in week 15 (6 to 12 April; published 15 April 2020) (see: https://www.nrscotland.gov.uk/files//statistics/covid19/covid-deaths-report-week-15.pdf), there were 608 where COVID-19 was mentioned on the death certificate (30.9% of the total) an increase of 326 from the previous week (30 March – 5 April). A quarter (25%) of COVID-19 deaths registered to date related to deaths in care homes. 62% of deaths were in hospitals and 13% of deaths were at home or non-institutional settings. Almost 70% of all deaths involving COVID-19 to date were of people aged 75 or over. This number is different from the count of deaths published daily on the gov.scot website, because the latter is based on deaths of those who have tested positive for COVID-19. The NRS figures published here include all deaths where COVID-19 (included suspected cases) was mentioned on the death certificate."

Such clear explanations demonstrate omissions by the "scientific experts" and government ministers in their daily briefings until 28 April.

Next, the Office for National Statistics' Coronavirus (COVID-19) roundup, a page set up on 26 March, (https://www.ons.gov.uk/peoplepopulationandcommunity/healthandsocialcare/conditionsanddiseases/articles/coronaviruscovid19roundup/2020-03-26). Here, we can "catch up on the latest data and analysis related to the coronavirus (COVID-19) pandemic ad its impact on our economy and society". The page is "a summary of insights from [the ONS's] most recent analysis and will be updated as new publications are released". At the time writing (2 May 2020), coverage includes deaths involving COVID-19 by local area; technology and homeworking; key workers and their wellbeing; business impact of COVID-19;deaths involving COVID-19; and user requested data. The first-mentioned subject (published 1 May) has received extensive media coverage, since it draws attention to death rates and socioeconomic deprivation disparities.

At the foot of the page, "You might also be interested in" includes a link to the blog 'Counting deaths involving the coronavirus (COVID19) (31 March 2020) (https://blog.ons.gov.uk/2020/03/31/counting-deaths-involving-the-coronavirus-covid-19/). Sarah Caul (Head of Mortality Analysis at ONS) explains that ONS includes all deaths where COVID-19 was mentioned on the death certificate, even if only suspected; and deaths that happened anywhere in England and Wales. Importantly, "Numbers produced by ONS are much

slower to prepare, because they have to be certified by a doctor, registered and processed. But once ready, they are the most accurate and complete information. Using the complete death certificate allows us to analyse a lot of information, such as what other health conditions contributed to the death."

In Northern Ireland, NISRA (Northern Ireland Statistics and Research Agency), t*he Northern Ireland weekly deaths statistics have been extended to include information relating to respiratory and COVID-19 related deaths* (see https://www.nisra.gov.uk/publications/weekly-deaths). I consulted Deaths Registered in Northern Ireland Weekly Statistics: Week ending 3rd April 2020 (Week 13): Provisional statistics (https://www.nisra.gov.uk/sites/nisra.gov.uk/files/publications/Deaths%20registered%20in%20NI%20-%20Week%20ending%203%20April%202020.pdf).This notes that "Overall, there were more deaths registered in Northern Ireland in the week ending 3rd April than there have typically been in the same week in recent years. Fifty-five COVID-19 related deaths were registered by the General Register Office (GRO) in that week." As with the ONS, NISRA's data are based on the date of the death registration, not on the date the death occurred: it can take up to five days for a death to be registered in Northern Ireland.

Recent posts on the **Scottish Working Forum on Official Publications (SWOP Forum)** blog https://swopforum.wordpress.com/ cover quite an array of material relating to or including reference to COVID-19. These include links to the Hansard Society's Coronavirus Statutory Instruments Dashboard, and to United Nations (UN) and World Health Organization (WHO) authoritative coverage on their response to COVID-19. At the National Library of Scotland, web archiving is being undertaken for a focused crawl of sites under the heading of Coronavirus - Impact on Scotland. Fiona Laing, Official Publications Curator at NLS, tells me that she has been responsible for the collecting of Scottish Government Agency and non-departmental public body (NDPB) sites in addition to many others.

The Radio 4 series More or Less, with its invaluable commentary provided by presenter Tim Harford and his contributors in examining or dispelling claims behind statistics, is a "must listen" for me. For example, the programme on 29 April https://www.bbc.co.uk/programmes/m000hn4s considered the evidence as to whether doctors from ethnic minority backgrounds have been disproportionately affected by COVID-19. Less serious issues are also discussed, such as whether birdsong has been louder in recent weeks, a more positive aspect of the lockdown.

Report of the SCOOP meeting held on Wednesday 11th September 2019

Steven Hartshorne, Secretary, SCOOP

The meeting began by welcoming Karen George, Vice Chair of the Government Information Group (GIG) who presented our Vice Chair Fiona Laing with the GIG Lifetime Achievement Award for 2019. The award is given in recognition of a major contribution to government knowledge and information management over a sustained period. Fiona's nomination outlined her many achievements during a long career working with government information in the form of Official Publications and specifically highlighted her outreach and training work. Fiona has worked tirelessly to promote Official Publications and ensure that they are as widely available and accessible as possible. In addition, she was commended for her work with SWOP (Scottish Working Forum on Official Publications) and CILIP, demonstrating the significant and highly valued contribution Fiona has made to the wider profession in several different areas. The Committee congratulated Fiona on her well-deserved award (Fiona was also recently named the Scottish Library & Information Professional of the Year for 2019).

The Committee then discussed the developments with the Print Still Matters Project and the redrafted project document. The principal changes were the amendments to the project officer's role (separating out the website development), the time allocations for the tasks involved and supporting data of usage for similar resource-centred OP finding aids (the National Archives, the Bodleian Library and UCL). Karen George added that GIG would also be very keen to see this project come to fruition and would assist where possible.

The discussion moved onto to advice SCOOP could provide to collections managers who do not have a background in OP who may need to make decisions about subscriptions, relegation and digitisation. The Committee regularly receives emails from staff in institutions asking for advice on what to retain or discard and to find out if any of their holdings are unique or significant. SCOOP will look at expanding the range of their Relegation Guides (currently available on their CILIP site and blog).

The final agenda item was the proposed Official Statistics Training Day. As it has been difficult to obtain consistent responses from RSS and ONS and problems securing speakers, SCOOP decided to put plans for this training day on hold for the time being. The Committee expressed its regret, since there had been interest from both SCOOP and GIG members in attending such a training event,but resolved to investigate the option of a series of webinars as a possible replacement.

(**Addendum:** In light of unfolding events and a constantly changing situation with COVID-19, it was decided to postpone the meeting on 11th March 2020. We hope to rearrange it for a later date.)