



CILIP Workforce Development Strategy 2019-2024

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Contents

The Information Profession	1
Future trends: Jobs and Skills in 2030	3
Meeting and defining employer needs	4
Workforce Development Priorities to 2030	5
Actions and next steps	8

The Information Profession

At CILIP, we believe we're living in the early days of a society and economy that are being transformed by knowledge, data and information. This process brings tremendous opportunities but also creates new risks.

Our role is to work with employers, learning providers and the profession to ensure that skilled and ethical information professionals are positioned to lead this transformation.

An embedded workforce

While traditional roles will still continue to exist long into the future, our profession is increasingly identified with a broader range of roles embedded into their organisations and communities in different ways.

The skillsets required of information professionals are changing and developing all the time in response to the changing needs of information users, changing formats and the changing contexts in which information, knowledge and data are used.

We believe that the diversity and adaptability of our skills is a strength which we need to build on to secure the long-term future of the information professional workforce.

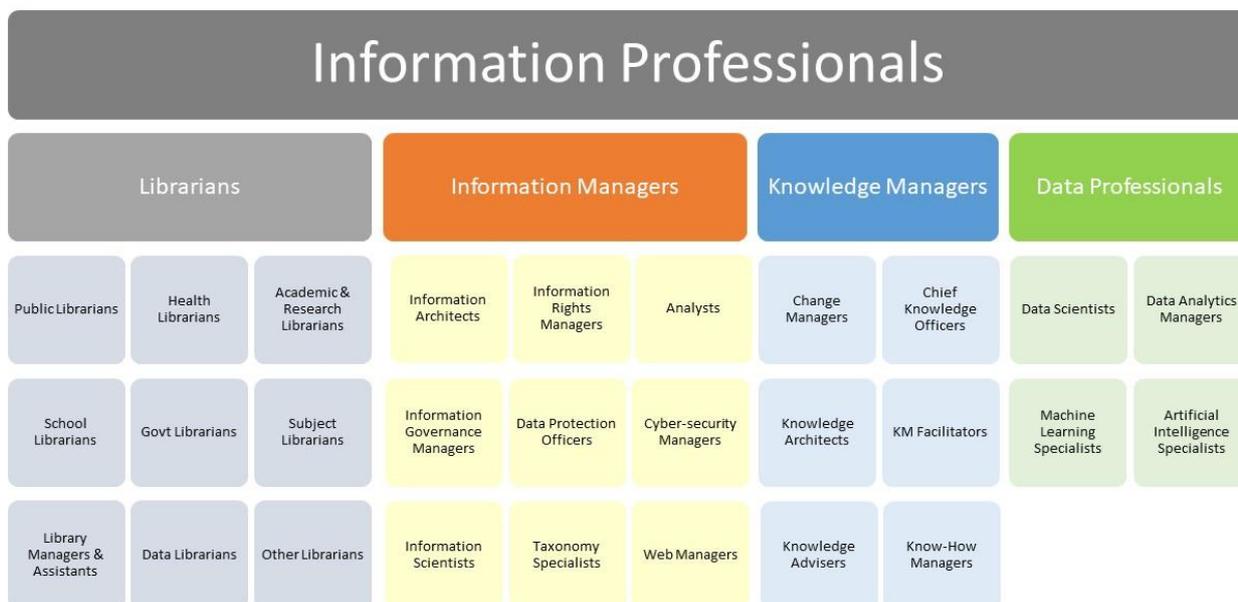


Fig 1. Chart showing increased diversification of Information Professional roles

Information professionals are now deploying their skills in more than 20 industry sectors including the public and private sector, 3rd sector and Government. Our approach to strategic workforce development must reflect the range and diversity of contexts in which information professionals work.

A trusted and ethical workforce

In our digital society, trust is an essential currency. Whatever sector they work in, trust is one of the most important characteristics associated with information professionals.

Our status as a trusted profession is rooted in our professional ethics. Following a review in 2017-18, CILIP has published a comprehensively revised *Ethical Framework for Information Professionals*.

The new *Ethical Framework* is a more active document, emphasising the role of information professionals in securing the rights and freedoms of information users. Ethical information professionals make a commitment to uphold, promote and defend:

- Human rights, equalities and diversity and the equitable treatment of users and colleagues
- The public benefit and the advancement of the wider good of our profession to society
- Preservation and continuity of access to knowledge
- Intellectual freedom, including freedom from censorship
- Impartiality and the avoidance of inappropriate bias
- The confidentiality of information provided by clients or users
- The right of all individuals to privacy
- The development of information skills and information literacy

Mapping the information professional workforce

In 2015 CILIP conducted the first comprehensive cross-sector mapping of the UK Information Workforce¹. This mapping and previous research highlight a number of key challenges and opportunities:

- A UK workforce size estimated at 86,376 people – but only around 10% in CILIP membership (compared to an average of 14-22% membership of a professional association in other professions);
- A significant gender pay gap – the library and information workforce is 79% female and 21% male, yet 47% of top earners in the profession are men
- An ageing workforce – 45% of the current library & information workforce will reach retirement age by 2030;
- A lack of ethnic representation – 97% of the UK library and information workforce self-identify as white (compared to 88% in the population);
- A highly-qualified workforce – 61.4% have a postgraduate qualification (compared to most of the population where the highest qualification is A-level or equivalent)

¹ <https://www.cilip.org.uk/about/projects-reviews/workforce-mapping>

- A correlation between professional qualifications and earnings - High-earners more likely to hold professional qualifications than low-earners

We believe that as a profession and as a professional association, we should set a clear goal to transform this picture by 2020, delivering a workforce that is diverse, inclusive and representative and which attracts new talent while maximising the value of our intergenerational community.

Success criteria

By 2024, we would want to see evidence that:

- The workforce is more diverse and representative of our communities
- Employers are creating more opportunities for Information Professionals
- There is greater mobility within and outside the Information Profession
- Employers are able to recruit and retain people with the right skills and aptitudes
- Our skillset is recognised and valued
- More Information Professionals continue to up-skill and retrain to stay ahead of service needs
- There is a new generation of leaders that have come through the Information Profession
- There is a sector wide understanding of professionalism

Future trends: Jobs and Skills in 2030

This strategy has been informed by research² by the UK Commission for Employment and Skills into the social, economic, technological, demographic and other changes likely to impact on the workforce by 2030.

The research proposes four possible scenarios of work in 2030. All are different but what they have in common is that 'work' will be more dynamic, involve a wider age profile, and workers will need to take more personal responsibility. As the nature of work changes so will workplaces.

*"The global labour market in 2030 is likely to be highly competitive. New attitudes and behaviours will be needed by individuals and businesses founded on **flexibility, resilience, collaboration, entrepreneurship and creativity**. Above all, the **ability to respond to continuous change will be critical.**"*

*"Technological growth, and the accompanying changes in business models, make the **continuous adaptation of skill sets absolutely fundamental** for successful participation in the labour market."*

The study identifies the following trends shaping UK jobs and skills:

- Demographic change
- Growing diversity
- Income uncertainty
- Growing desire for a better work/life balance
- Changing work environments
- Converging technologies and cross-disciplinary skills
- Digitisation of production
- ICT Development and the age of Big Data
- Changed economic perspectives including a shift to East Asia
- New business eco-systems
- Growing scarcity of natural resources and degradation of ecosystems
- Decreasing scope for political action due to constrained public finances

To succeed in this complex and emerging landscape, employers will increasingly need to:

- Attract resilient employees with the capacity to innovate, to collaborate and proactively support and promote change
- Attract, develop and retain world class talent
- Manage skills and talent across networks and portfolios
- Have staff who can adapt to open business models and more fluid employment arrangements
- Develop sustainable workforce opportunities and learning pathways for young people
- Develop increasing diversity in the workforce
- Support a greater range of flexible working arrangements
- Intensify collaboration with the education and training sector to access critical skills

² <https://www.gov.uk/government/publications/jobs-and-skills-in-2030>

Meeting and defining employer needs

At CILIP, we believe that the 'supply chain' of talent should create a virtuous loop between learning providers, employers and information professionals – enabling a profession-wide dialogue not only to meet the needs of employers but to help shape the services of the future in ways which employers are only beginning to imagine!

Through our work with employers and employer groups, the messages we are getting are that employers are “hiring for attitude, training for skills” and are looking to recruit information professionals that can:

- Be user/customer-focussed
- Be ready to learn and adapt
- Help their organisation learn and adapt
- Help them harness knowledge, AI, automation, data
- Help them develop and promote reading, literacy & skills
- Embrace perpetual change
- Adopt a 'marketing mindset'

Employers have signalled clearly that 'transferable skills matter' and at CILIP we are committed to delivering Continuing Professional Development and other support to help information professionals continue to adapt their skills to meet these changing demands.

Workforce Development Priorities to 2030

Meeting all of these challenges means building a thriving workforce for the future, attracting, retaining and developing talent and sustaining the creation of high-quality jobs which make use of our broad range of skills.

CILIP needs to work with practitioners, employers, learning providers and other stakeholders to think beyond today – or even the near future – to plan strategically to meet the sector’s future skills and talent needs.

Our approach to developing the information workforce of the future will be guided by the following aims:

Aim 1: Position the profession as an attractive, accessible and aspirational career choice

To achieve this, CILIP will:

- Work with partners to strengthen messages about working in the profession
- Create engaging careers information which promote the variety of roles within the profession
- Celebrate and profile diverse career paths in the Information Profession
- Work with the National Careers Service and other Careers Information providers to provide updated job profiles and more aspirational messaging about the sector
- Work with key partners and funders to undertake a further workforce mapping survey in 2019
- Work with TFPL to provide an annual salary survey; providing up to date data on earning potential
- Work with employers to create jobs and opportunities for information professionals to use their skills

Aim 2: Help employers attract, retain and develop diverse talent

To achieve this, CILIP will:

- Use our annual awards to showcase and promote the very best talent working within the information profession
- Work with employer groups to create a national advocacy campaign celebrating the workforce
- Work with employers to promote their role in providing CPD opportunities to staff and highlight and demonstrate the benefits of doing this
- Work with key employers and employer groups to create sector-based responses to this strategy which identifies the joint activities proposed to support this strategy (Examples include Public Libraries Skills Strategy (Libraries Connected), Knowledge for Healthcare Workforce Plan (HEE), and our Memorandum of Understanding with The National Archives)
- Work with key stakeholders to agree what ladders are needed to welcome the next generation of information professionals and leaders, from all backgrounds
- Review existing pathways into the profession and lower the barrier to entry through workplace-based development, apprenticeships, Professional Registration and non-traditional career routes

- Promote revised career pathways

Aim 3: Build a future-ready workforce with digital skills

To achieve this, CILIP will:

- Work with employers and learning providers to develop a *Digital Skills for Information Professionals Curriculum*
- Undertake a review of the impact of AI, machine learning and automation on the information profession
- Strengthen our connections with the technology sector
- Develop CPD and e-learning resources which help information professionals develop digital skills

Aim 4: Prioritise diversity, equality, representation and inclusion

To achieve this, CILIP will:

- Celebrate diversity, inclusion, equalities and representation through our delivery of the CILIP Diversity and Equality Plan
- Work with employers and funders to target positive action to overcome systemic barriers and bias
- Follow the example of the Civil Service & NHS and become an exemplar of good practice in building a diverse workforce

Aim 5: Maximise the value of our intergenerational workforce

To achieve this, CILIP will:

- Promote ways in which employers can exploit the value of an intergenerational workforce
- Provide information and guidance for those undertaking career mentoring
- Work towards the extension of our current mentoring scheme for career mentoring
- Use the Leaders Network, Devolved Nations, and Member Networks as forums to explore intergenerational support

Aim 6: Embrace 'leadership at every level'

To achieve this, CILIP will:

- Work with employers and employer groups to promote leadership at every level of the workforce, encouraging and supporting staff at every level to contribute to the development of services
- Work with employers, employer groups and funders to develop and deliver leadership development programmes; building on learning from our current leadership programmes and other best practice for example the Museums Association's Transformers programme
- Provide leadership training and development as part of our core offer

Aim 7: Connect the supply of skills with changing employer demand

To achieve this, CILIP will:

- Work in partnership with employers and employer groups to understand their needs
- Ensure that this is built into the ongoing development of the curriculum for the information profession
- Ensure employer needs are built into accreditation requirements

Aim 8: Work in partnership with learning providers to ensure access to skills and CPD and build a future-ready workforce through up-skilling and re-skilling

To achieve this, CILIP will:

- Work with employers and employer groups to ensure that the current and future skills needs are incorporated into the 'curriculum' for information professionals.
- Review the CILIP Professional Knowledge and Skills Base (PKSB)
- Work with devolved nations, member networks, learning providers, trainers and others to improve access to CPD that is local and online, high-quality, affordable and relevant.
- Establish an 'Information Professional MOOC' for members and non-members
- Promote the role and importance of the individual in accessing CPD opportunities and highlight and demonstrate the benefits of doing this
- Promote the importance and value of transferable skills both within the Information Profession and with allied Professions
- Consider how we can reach out to organisational leaders to ensure they have a solid understanding of Library, Information, Knowledge and Data issues and how Information Professionals can support the delivery of their organisational goals

Aim 9: Define a new, inclusive and progressive view of 'professionalism' in our sector

To achieve this, CILIP will:

- Undertake a Professionalism Review to redefine what it means to be a professional working in libraries and information today; embracing a progressive and inclusive vision of a professional as someone who:
 - Champions the profession
 - Leads and instigates change
 - Behaves ethically
 - Aspires to excellence
 - Is a reflective practitioner
 - Maintains their skills
- Promote and embed our new Ethical Principles, Code of Professional Conduct and CILIP Commitments
- Work with key leaders from the Knowledge Management sector to develop and pilot KM Chartership

- Use learning from the KM Chartership project to improve delivery of CILIP Professional Registration

Aim 10: Clarify our own regulatory or developmental role

To achieve this, CILIP will:

- Provide clarity in our role as a professional association in supporting the talent pipeline and our roles in:
 - Quality assurance
 - Awarding professional registration
 - Delivering learning and CPD opportunities
 - Data and evidence
- Provide clarity in our role at a regional, national, UK-wide and international level

Actions and next steps

CILIP will create and publish an Action Plan prioritising these activities over the next 5 years; providing focus for CILIP's Workforce Development activities.

We will proactively reach out to and engage with other organisations supporting information professionals and to develop partnership proposals which further the aims and commitments set out in this strategy.

We will develop and strengthen our relationships with employers in all sectors and with learning providers to create common ownership of and commitment to the 'talent pipeline' for the information profession.

We will publish an annual report which includes an assessment of progress against the aims set out in this strategy.

CILIP, November 2019