

Health Education England

NHS Knowledge and Library Services Workforce Profiling and Development Needs Analysis Survey 2021

Report on the findings

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Executive Summary: Priority Learning and Development – All Roles

2021 top 10 learning and development priorities – All roles			
Rank	Knowledge for Healthcare Workstreams (CILIP Professional Knowledge and Skills Base) reference	Themes	% of all respondents stating priority 1-5
1	Health Literacy & Patient Information (07.2 Digital Literacy)	Digital Literacy	25%
2	Health Literacy & Patient Information (07.4 Health Literacy)	Health Literacy	19%
3	Resource Discovery (03.3 Information retrieval)	Expert Searcher Skills	15%
4	Mobilising Evidence and Knowledge (06.3 Knowledge Transfer and organisational learning)	Creation of high-quality organisational knowledge assets	12%
5	Workforce Planning & Development (07.7 Educational skills)	Training skills	14%
6	Workforce Planning & Development (10.8 Marketing)	Marketing	16%
7	Health Literacy & Patient Information (07.1 Information Literacy)	Information literacy and patient information skills	13%
8	Research (09.9 Research Support)	Skills for supporting researchers	13%
9	Resource Discovery (03.7 Abstracting and summarising)	Synthesis and Summaries for Evidence Reviews	12%
10	Quality and Impact (11.3 Demonstrating value and impact)	Collecting and using Impact	12%

Four of the top 10 priorities for all knowledge and library roles, are new entries when compared with the priorities for 2019. This highlights the influence of the new HEE strategy [Knowledge for Healthcare 2021-26](#). The importance of ‘literacy skills’, where 57% of respondents said it was a priority to them, shows this is an area that is new to them and therefore requires some significant upskilling.

For 2021, the learning and development offers were categorised by the 2021 *Knowledge for Healthcare* workstreams and the categories are slightly at odds with those used in the 2019 survey.

The mobilising evidence and knowledge workstream incorporates “knowledge sharing and collaboration” from the 2019 survey.

Introduction: Survey Purpose

The Health Education England Knowledge and Library Services Continuing Professional Development (CPD) Group is tasked with identifying the learning and development needs of the specialist NHS knowledge and library workforce. The group is then responsible for delivering tailored learning and development opportunities to meet the identified needs.

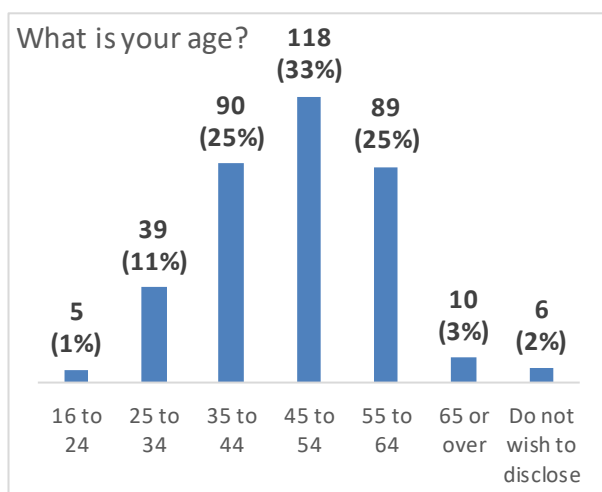
Between October and November 2021, the 1,113 NHS knowledge and library staff were invited to complete a “Profiling and Development Needs Analysis Survey”. This collected anonymous data about:

- the size and make-up of the knowledge and library workforce
- work details
- self-directed learning
- top five individual priorities for learning and development
- preferred delivery methods for learning and development
- top two team priorities for learning and development
- Knowledge for Healthcare bursaries for learning and development

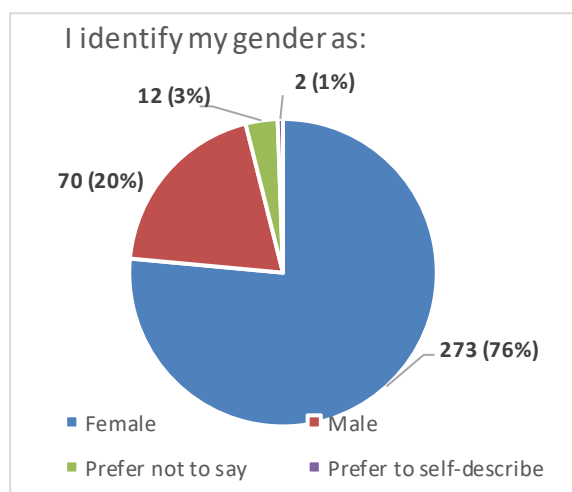
This report provides an overview of the survey results comparing, where possible and appropriate, the results from 2021 with those from the previous survey in 2019.

Demographics: About Knowledge and Library Service Staff

Age



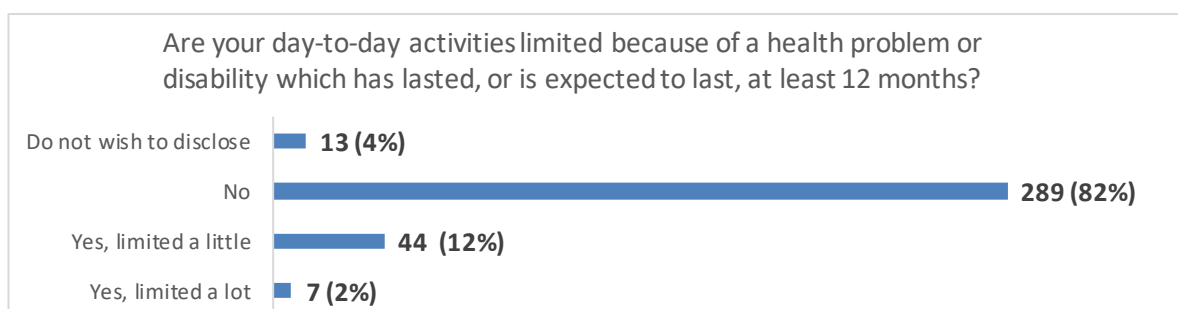
Gender



In 2019 there were 1,162 NHS knowledge and library staff in post compared with 1,113 in April 2021. In 2021, 357 respondents completed the survey which amounts to 32% of the total NHS knowledge and library workforce, compared with 656 in 2019 or 56%.

The gender split for 2021 is roughly the same (76% versus 75%) female. The age of the workforce is also similar percentage-wise for 2019 and 2021.

Health problem or disability



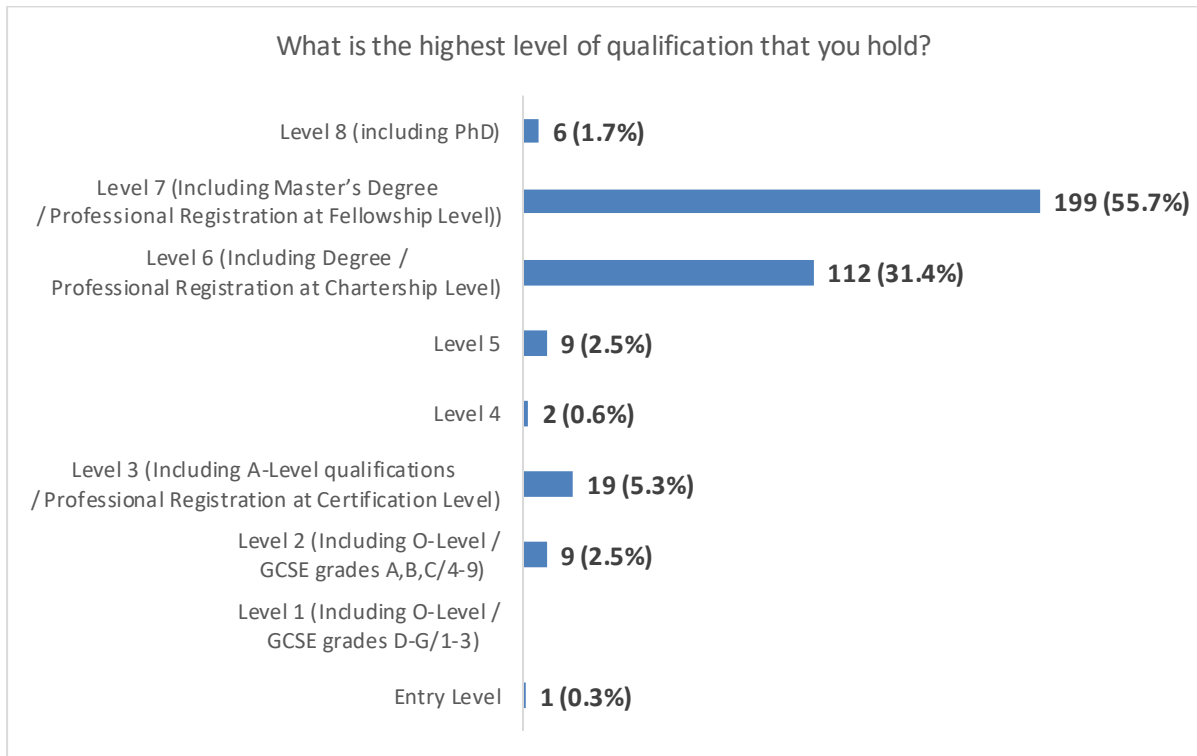
Ethnicity

What is your ethnicity?	Count	% Of all respondents
White: English, Welsh, Scottish, Northern Irish, British	309	87%
Asian or Asian British: Indian	10	3%
White: other	8	2%
Other Ethnic Group (please specify below)	9	3%
White: Irish	6	2%
Mixed/Multiple Ethnic: White and Asian	5	1%
Do not wish to disclose	3	1%
Asian or Asian British: Pakistani	2	1%
Black, Black British, Caribbean, or African: African background	2	1%
Asian or Asian British: Chinese	1	0%
Mixed/Multiple Ethnic: White and Black African	1	0%
White: Gypsy or Irish Traveller	1	0%
Asian or Asian British: Bangladeshi	0	0%
Black, Black British, Caribbean, or African: Caribbean	0	0%
Mixed/Multiple Ethnic: White and Black Caribbean	0	0%
White: Roma	0	0%
	357	

In 2021, 14% of respondents reported their day-to-day activities were either limited a little of a lot because of a health problem or disability this is up slightly from the 2019 figure of 12%.

There was a slight change to the ethnic make-up of the knowledge and library staff in 2021 compared with 2019, with an increase from 83% to 87% of respondents stating their ethnicity was "White: English, Welsh, Scottish, Northern Irish, British".

Qualifications



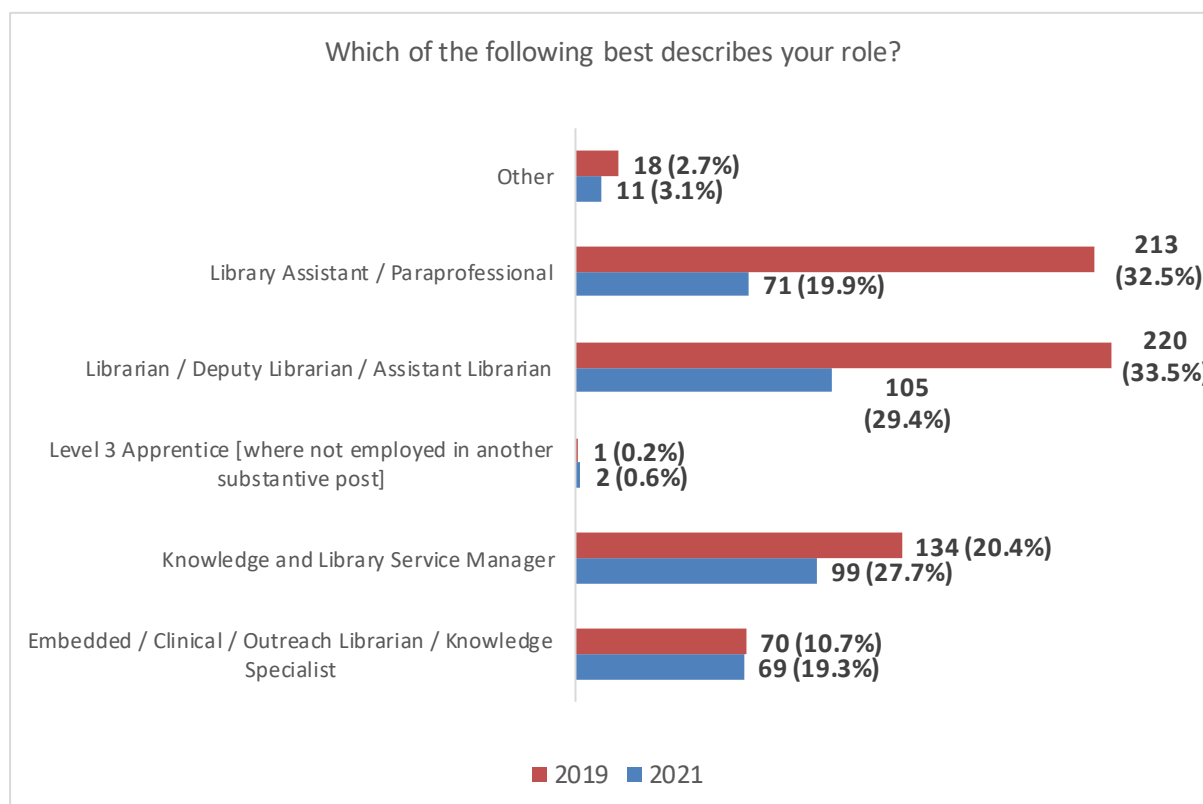
The explanation of the levels of qualification can be seen at <https://www.gov.uk/what-different-qualification-levels-mean/list-of-qualification-levels>

More than 88% of respondents hold a degree, postgraduate diploma, master's degree or PhD and this is the same as in 2019.

About Knowledge and Library Service Staff's Work

The questions about work were asked to ensure that we received responses from knowledge and library staff working in all roles, types of organisations with knowledge and library services and from each of the seven HEE regions.

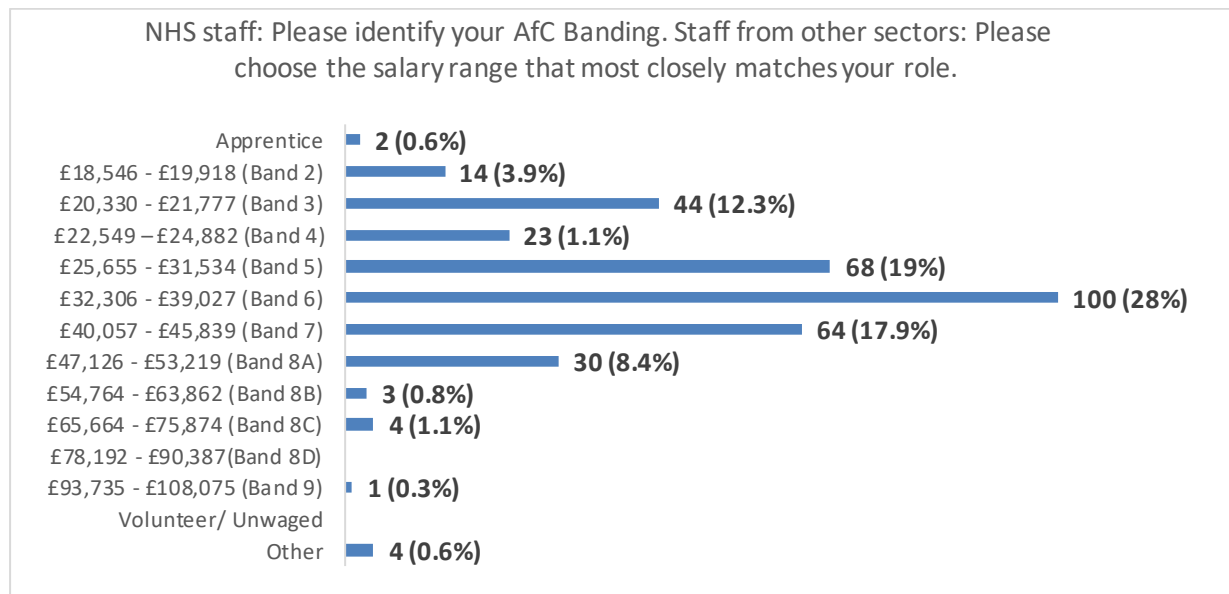
Job role



In 2019 a much wider range of job roles were provided for respondents to choose. The roles have been categorised to match the six role groups used in the 2021 survey and the chart above shows both the 2019 and 2021 data. The most significant difference is the fact that there is a 33% reduction in the number of library assistants and paraprofessional staff completing the 2021 survey.

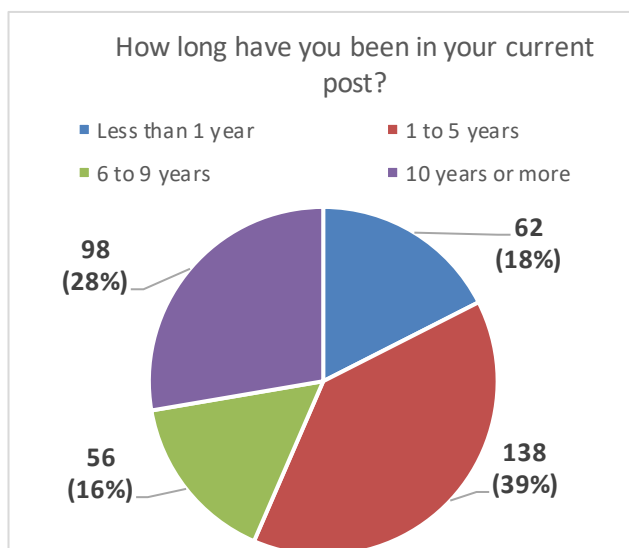
However, while responses in 2019 for the top three roles amounted to 66% of the respondents, in 2021 this had increased to 77% of the respondents. Proportionally, more Knowledge and Library Service Managers responded to the survey than any other role group in 2021.

NHS Pay banding/salary scale

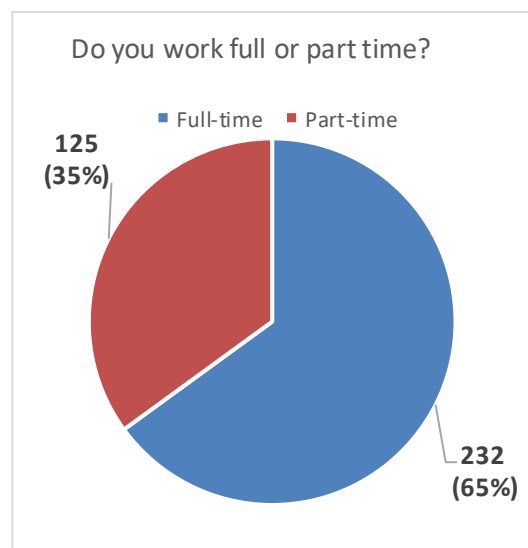


While the actual percentage split for the number of staff in the bands/salary scales in 2021 and 2019 are very similar, the responses reflect the fact that fewer staff in bands 2, 3 and 4 completed the survey.

Length of time in current post



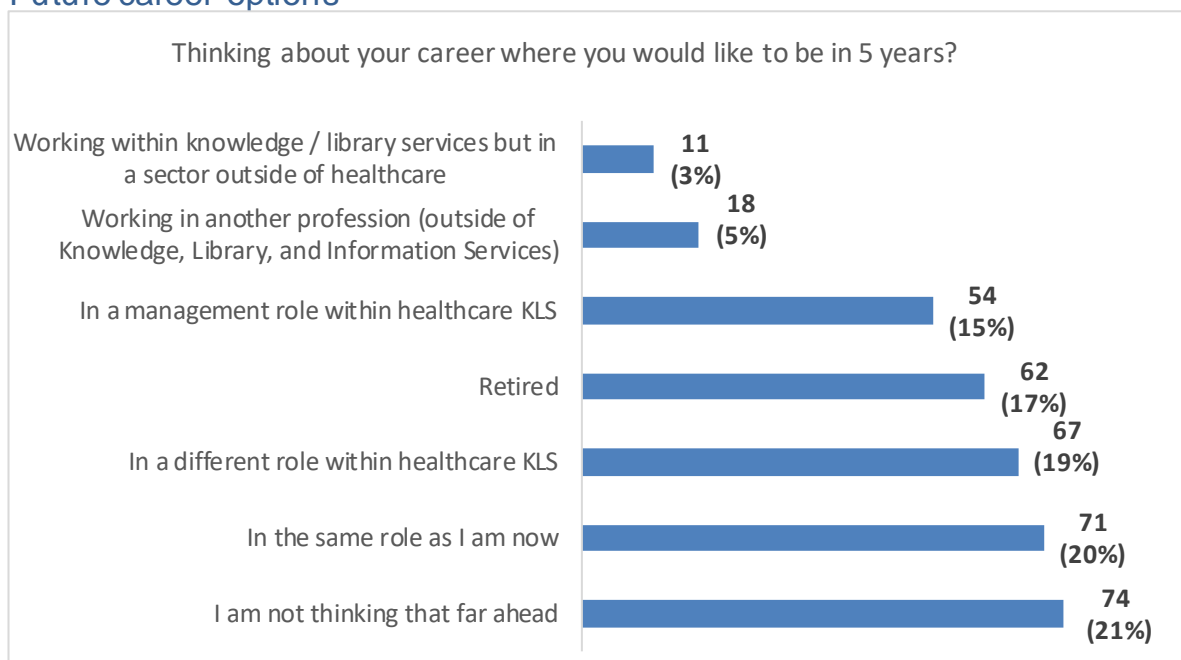
Full time or part time employment



Compared with 2019, there is a 6% increase in the number of respondents who had been in post less than a year (from 11.9% in 2019 to 18%), with a drop of 2% for those in post 1 to 5 years and a drop of 4% for those respondents in post in 2021 for 10 or more years.

More respondents worked full-time in 2021 (65% versus 60%) but this may be impacted by the lower response rate from library assistants and paraprofessionals.

Future career options

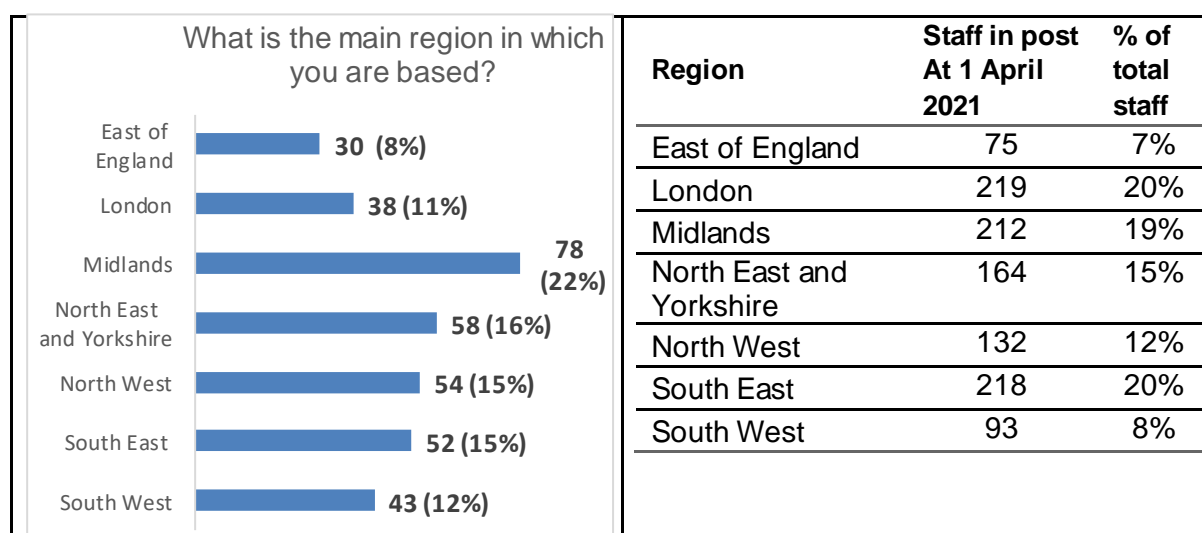


This question was new to the 2021 survey and was designed to understand what the future workforce might look like. The 62 (17%) respondents who said they would be retired within the next five years, reflects the fact that 99 or 28% would be of an age to take retirement under the NHS Pension scheme.

It is gratifying that 57% of respondents thought they would still be working in a healthcare knowledge and library service, with only 11 or 3% moving to a new sector.

74 respondents (21%) stated they were not thinking ahead to what they might be doing in five years' time. This may be due to general uncertainty in October to November 2021 and the recent challenges of the Covid-19 pandemic.

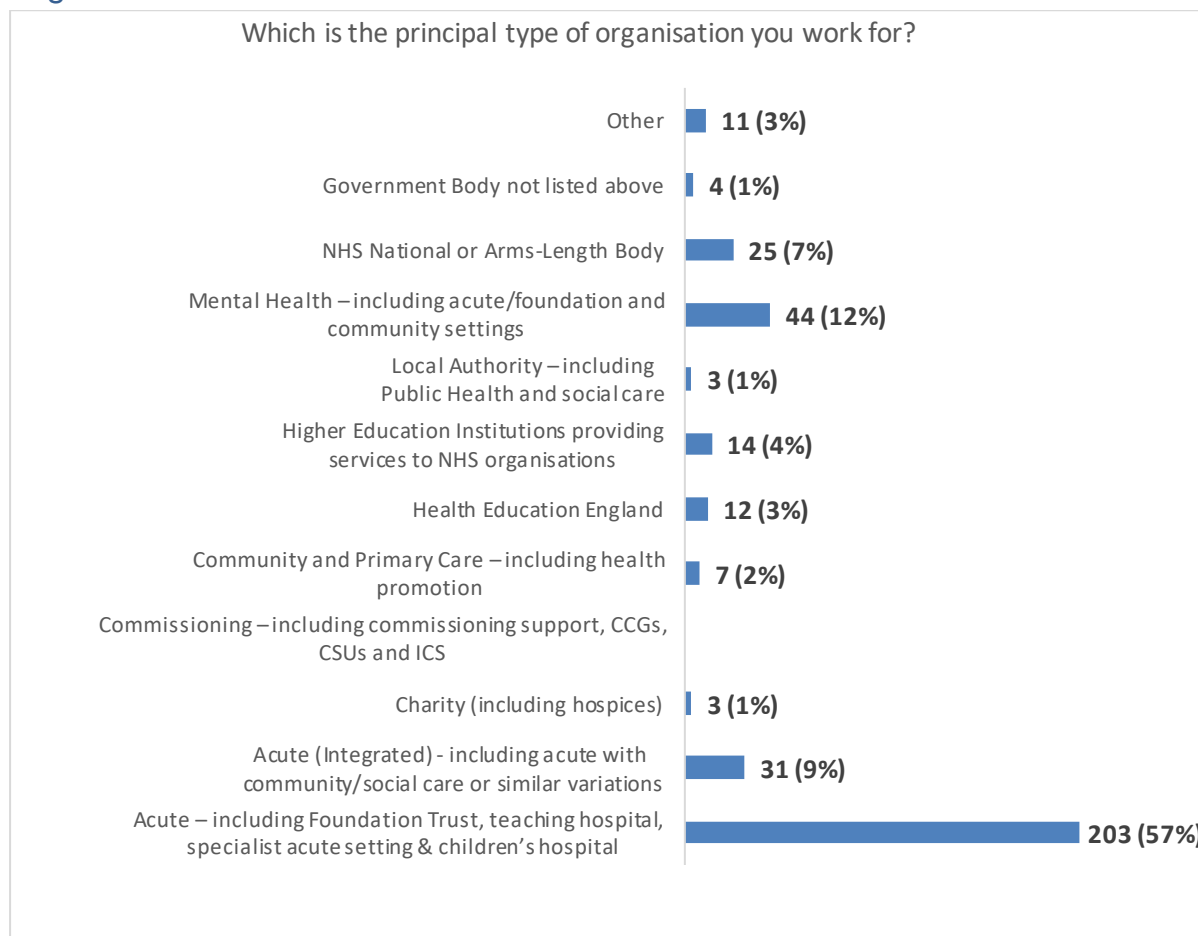
Region



This table shows that compared with the percentage split of the total knowledge and library staff in post, London (9%), the Midlands 3%) and South West (4%) are under-represented.

The South East is over-represented by 5% when compared with the proportion of staff in that region.

Organisation

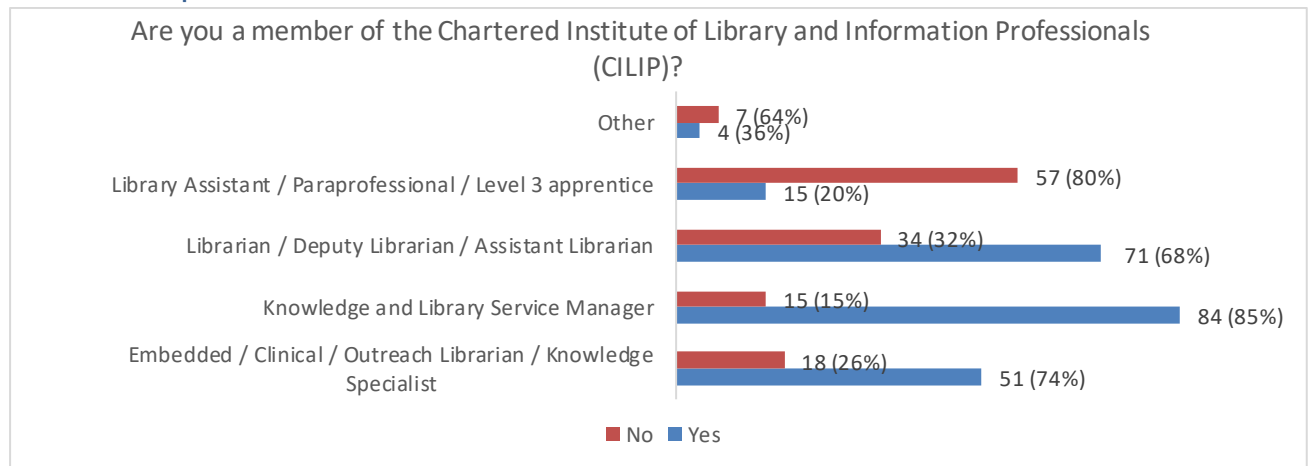


The spread of organisations at which respondents work, is very similar in make-up to those listed in 2019. Given the larger number of acute trusts, it is not surprising that in 2021 66% of respondents work at either a regular acute trust or an acute trust integrated with community or social care. In 2019 this figure was 69%, with the next highest being mental health at 13%, which in 2021 is slightly lower at 12%.

Whereas in 2019, 3 people (0.5%) reported being employed in a commissioning organisation by 2021 no-one reported this. Also significant is the reduction in 2021 in the number of respondents from a local authority including Public Health and social care from 22 (3%) in 2019 to 3 (1%) in 2021.

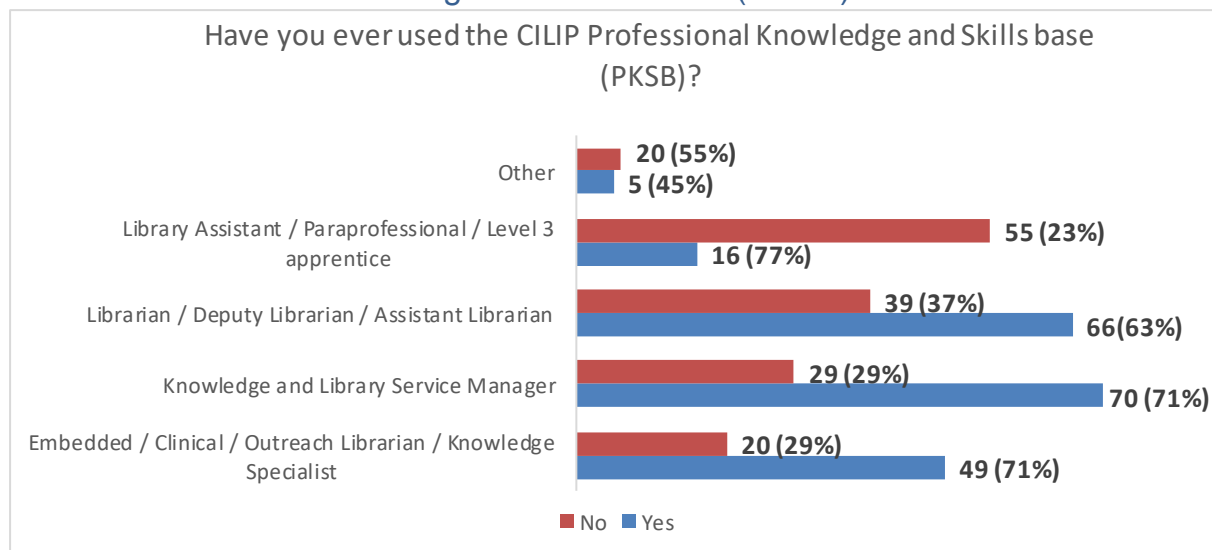
Chartered Institute of Library and Information Professionals (CILIP)

Membership of CILIP

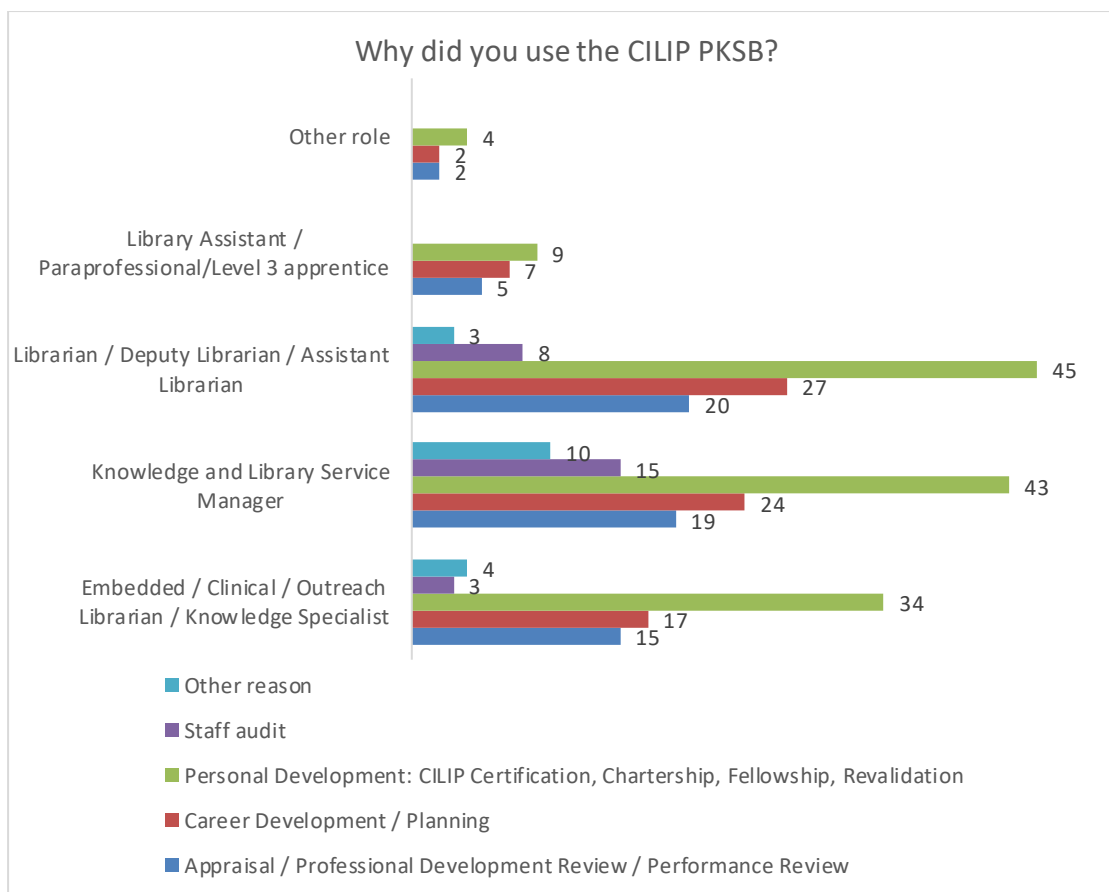


In 2021 63% of respondents were members of CILIP which is the knowledge and library services' professional body. In 2019, this question was not asked but 53% of respondents did report that they were a member of the Health Libraries Group which is a CILIP sub-group.

CILIP Professional Knowledge and Skills Base (PKSB)



The [CILIP Professional Knowledge and Skills Base \(PKSB\)](#), identifies the knowledge and skills required for knowledge and library professionals. There is a sector specific [PKSB for the healthcare sector](#). The PKSB was recently updated. In total, nearly 58% of respondents had used the PKSB. This question was not asked in the 2019 survey.

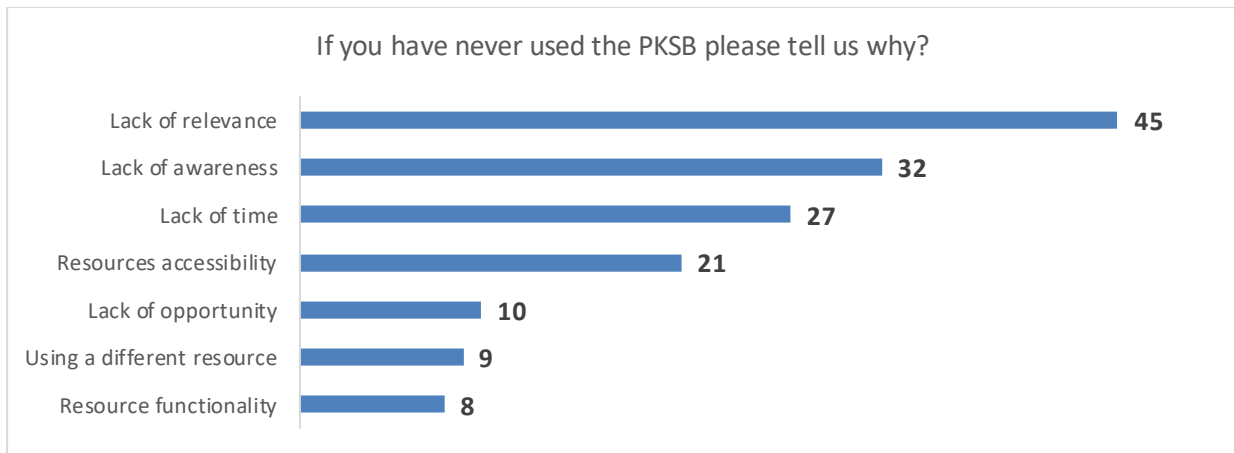


Respondents could select as many reasons for using the PKSB as they wanted. The most popular use of the PKSB was for “personal development” (65.5%), with respondents in all five roles reporting this as the reason they had mostly used the PKSB, followed by career development or planning (37.4%) and “appraisal/professional development review/performance review” (29.6%).

12.6% of respondents had used the PKSB to carry out an audit of the knowledge and skills of staff working for them to identify gaps and areas where development was required.

When asked to list other reasons for using the PKSB, 8.3% of respondents stated:

- As part of a course (MA, PG, leadership) (8)
- As a mentor to CILIP award candidates (3)
- Personal audit of skills (3)
- Team audit of skills (2)
- To help management understand our role (1)

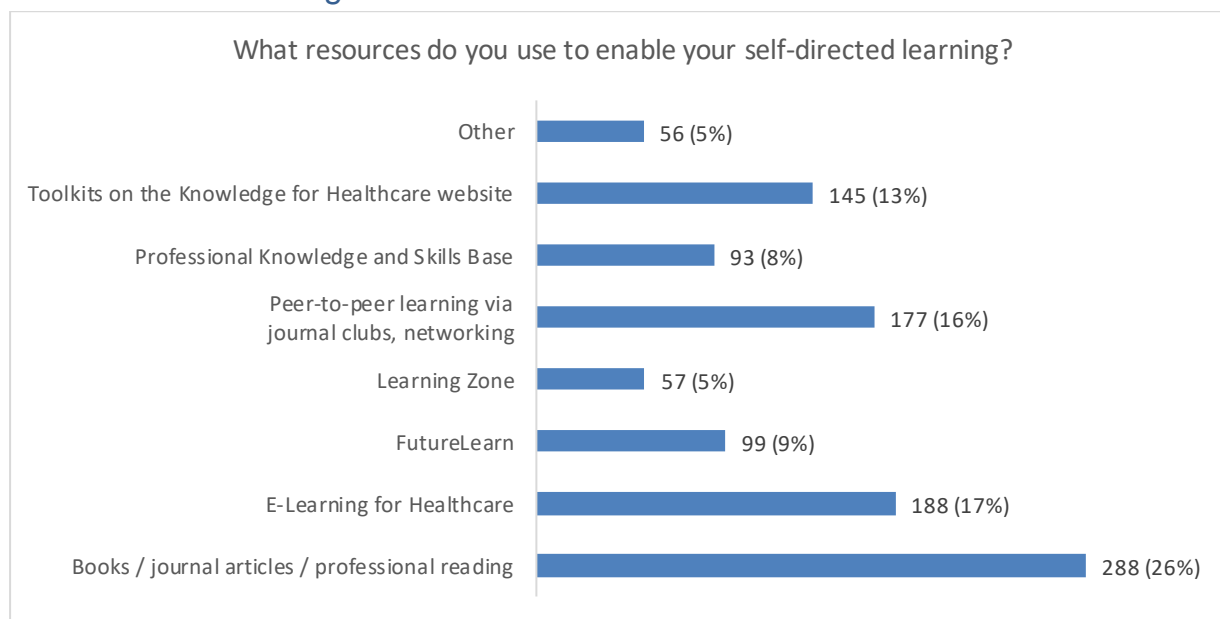


206 respondents told us that they had never used the PKSB. When asked why, in an open-ended question, 152 responses were received, which produced several themes, focusing on the individual and the resource itself:

- Lack of awareness – 32 (21%) respondents told us that they had never heard of the PKSB or had heard of it but had forgotten about it.
- Lack of opportunity – 10 (7%) respondents were aware of the PKSB, but felt that they had not the right opportunity to use it.
- Lack of relevance – The largest cohort of respondents (45 or 30%) felt that the PKSB lacked relevance to their role – with specific reasons given including ‘not required/no need to’ or it’s for qualified librarians’.
- Lack of time – a lot of respondents (27 or 18%) said they were too busy or did not have time within their role to be able to use the PKSB.
- Resource functionality – 5% (or 8) of respondents felt that the resource itself lacked functionality – too long, complicated, confusing.
- Resources accessibility – 14% of respondents also had trouble accessing the resource as they were not CILIP members. However, HEE has an agreement with CILIP so that non-members working in the NHS healthcare library and knowledge services can access the PKSB.
- Using a different resource – Some respondents preferred to use a different resource such as internal/trust resources.

Learning and Development Opportunities

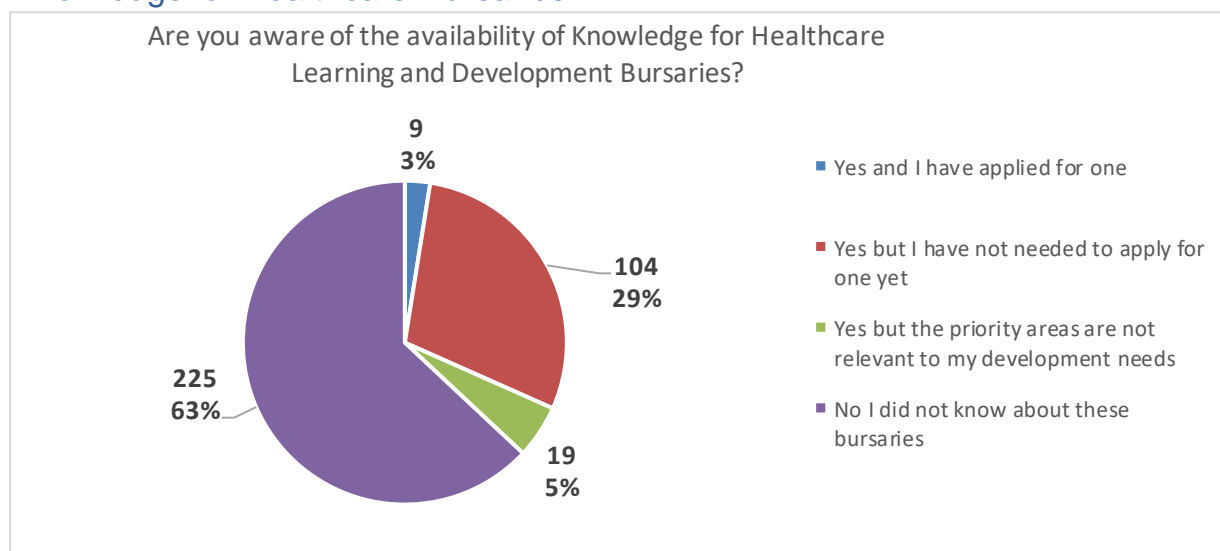
Self-directed learning



Respondents were able to select multiple options for this question. 18% of respondents used a Knowledge for Healthcare provided resource (toolkits on the website or the Learning Zone). Publications in a variety of formats were the most listed resource used for self-directed learning by 26% of the respondents.

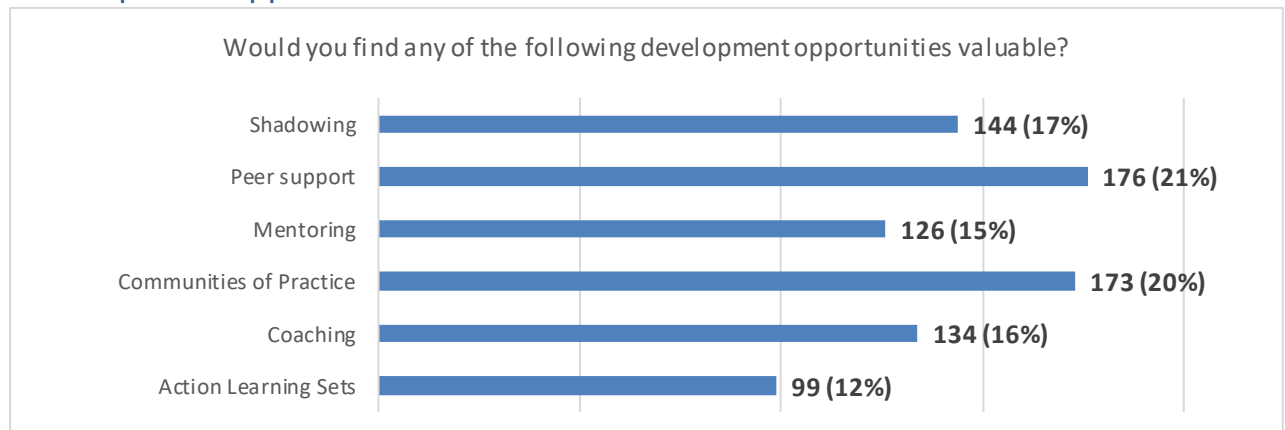
There were 56 “other” responses to this question, ranging from Twitter/social media, YouTube and LinkedIn Learning through to online webinars or courses, internal courses, websites, blogs, library visits and colleagues.

Knowledge for Healthcare Bursaries

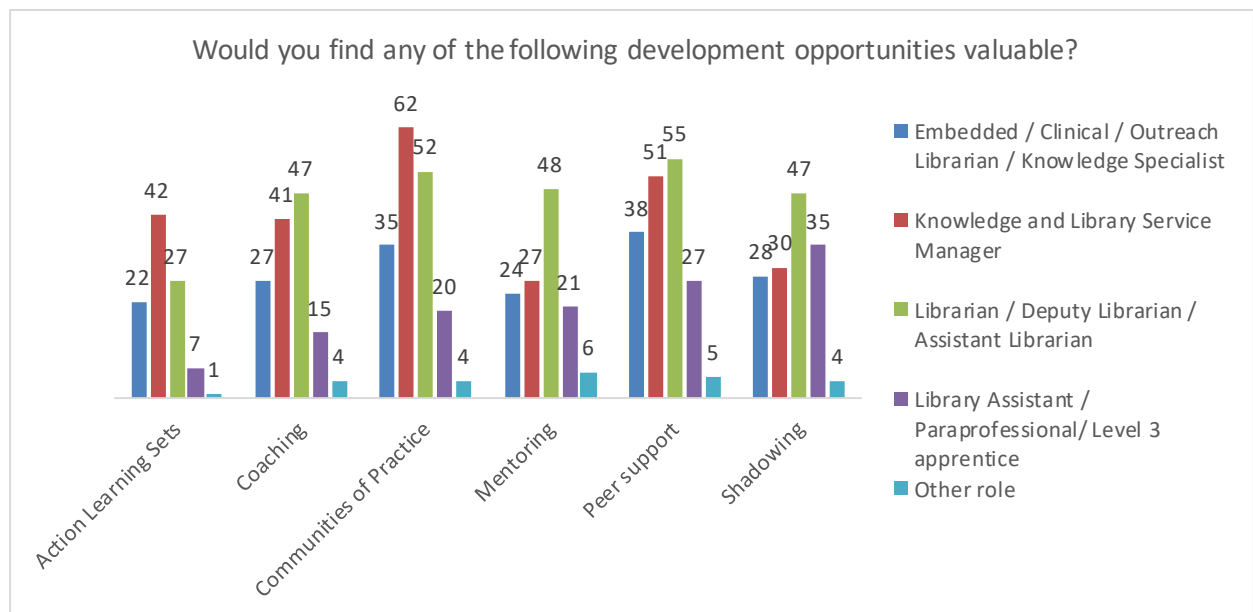


63% of respondents were not aware that Knowledge for Healthcare offered bursaries for learning and development opportunities.

Development Opportunities



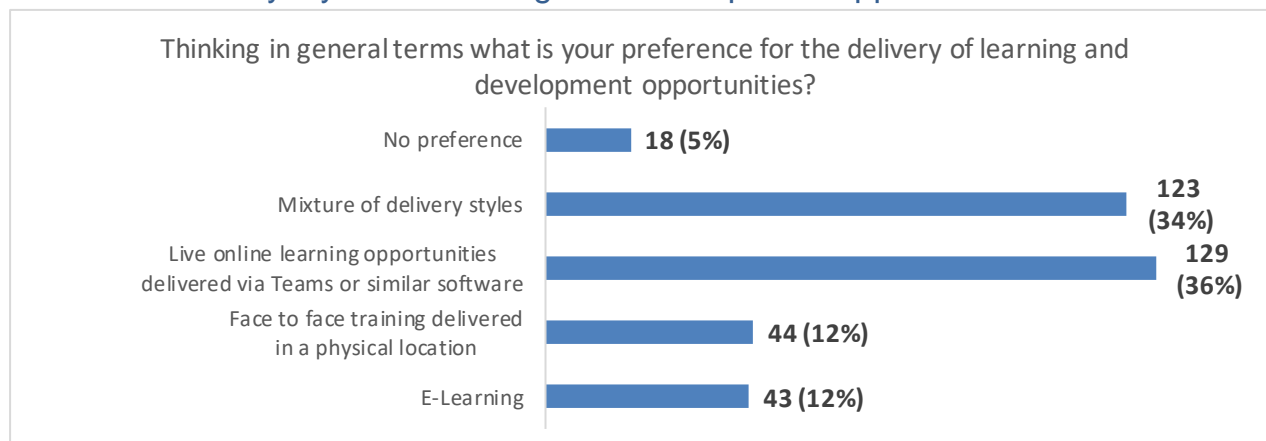
Respondents could choose as many options as they wanted. The chart above shows the replies from all respondents, with the percentage representing the proportion of all respondents.



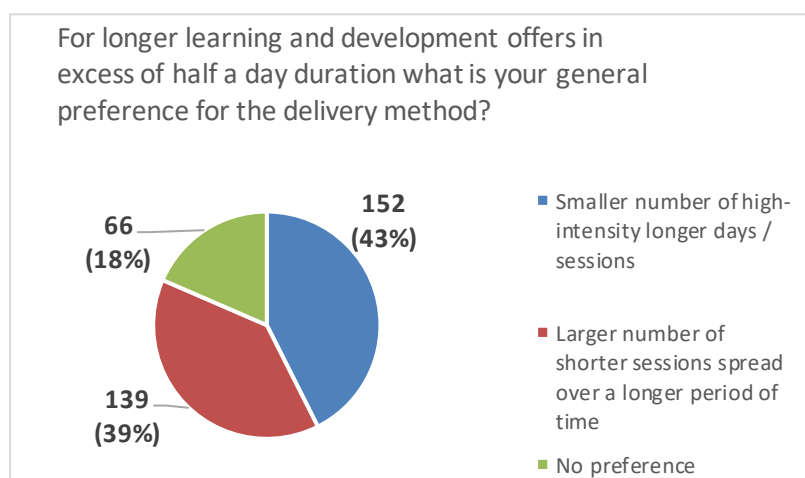
The development opportunities were further analysed by the role of the respondent. Library assistants /paraprofessionals and level 3 apprentices were more interested in shadowing, closely followed by peer support, mentoring and communities of practice.

Professionally qualified roles were interested in all the development opportunities listed. Communities of practice were most popular with Knowledge and Library Service Managers and embedded/clinical/outreach librarians/knowledge specialists; while more librarians/ deputy librarians/ assistant librarians opted for peer support.

Preferred delivery style for learning and development opportunities



In 2019, 49% of respondents preferred their learning and development delivered either face to face (1-1s or smaller groups) or in a classroom in the form of workshops and study days. In 2021, classroom delivery was not listed as an option. The most popular delivery format was 'live online learning opportunities', at 36% closely followed by a 'mixture of delivery styles.'



This question was not asked in 2019. Respondents would prefer any learning and development that requires more than half a day's 'attendance' to be delivered as longer sessions, minimising the number of days attendance required.

Team learning and development priorities – top 10

2021 top 10 team learning and development priorities	
Rank	Theme
1	Collecting and using Impact
2	Marketing
3	Developing an aligned evidence and knowledge mobilisation action plan using the self-assessment tool
4	Quality Improvement
5	Thinking Differently
6	Digital Literacy
7	Expert Searcher Skills
8	Evaluation and impact of knowledge mobilisation
9	Health Literacy
10	Tools for knowledge transfer and organisational learning

In the 2021 survey, team leaders were asked to supply the top two learning and development priorities for their team. While there is some synergy with the personal priorities listed in the next section below, five priorities appear in both lists (rankings in brackets):

	Team priority 2021	Personal priority 2021
Collecting and using Impact	1	10
Marketing	2	6
Digital Literacy	6	1
Expert Searcher Skills	7	3
Health Literacy	9	2

Team leaders felt that three offers from the Mobilising Evidence and Knowledge workstream were of more importance:

- Developing an aligned evidence and knowledge mobilisation action plan using the self-assessment tool
- Evaluation and impact of knowledge mobilisation
- Tools for knowledge transfer and organisational learning.

Personal learning and development priorities

The key part of the survey was designed to find out from respondents what are their top five learning and development requirements over the next two to three years. This information will help HEE's knowledge and library service team develop learning and development offers that takes in to account the needs of health care knowledge and library specialists working at all levels in England.

For the 2019 survey, priorities were categorised by pay band rather than the role as this was felt to be more appropriate and helpful when designing future learning and development activities.

Where possible, comparisons in priorities between 2019 and 2021 will be made using the equivalent pay band and role.

Top 10 personal learning and development priorities – all roles

2021 top 10 personal learning and development priorities – all roles			
Rank	Knowledge for Healthcare Workstreams (CILIP Professional Knowledge and Skills Base) reference	Themes	% of all respondents stating priority 1-5
1	Health Literacy & Patient Information (07.2 Digital Literacy)	Digital Literacy	25%
2	Health Literacy & Patient Information (07.4 Health Literacy)	Health Literacy	19%
3	Resource Discovery (03.3 Information retrieval)	Expert Searcher Skills	15%
4	Mobilising Evidence and Knowledge (06.3 Knowledge Transfer and organisational learning)	Creation of high-quality organisational knowledge assets	12%
5	Workforce Planning & Development (07.7 Educational skills)	Training skills	14%
6	Workforce Planning & Development (10.8 Marketing)	Marketing	16%
7	Health Literacy & Patient Information (07.1 Information Literacy)	Information literacy and patient information skills	13%
8	Research (09.9 Research Support)	Skills for supporting researchers	13%
9	Resource Discovery (03.7 Abstracting and summarising)	Synthesis and Summaries for Evidence Reviews	12%
10	Quality and Impact (11.3 Demonstrating value and impact)	Collecting and using Impact	12%

Commentary

Four of the top 10 priorities for all knowledge and library roles, are new entries when compared with the priorities for 2019. This highlights the influence of the new HEE strategy [Knowledge for Healthcare 2021-26](#). The importance of ‘literacy skills’, where 57% of respondents said it was a priority to them, shows this is an area that is new to them and therefore requires some significant upskilling.

For 2021, the learning and development offers were categorised by the 2021 *Knowledge for Healthcare* workstreams and the categories are slightly at odds with those used in the 2019 survey.

The mobilising evidence and knowledge workstream incorporates “knowledge sharing and collaboration” from the 2019 survey.

Top 10 personal learning and development priorities – by role

2021 top 10 personal learning and development priorities by role					
Rank	Knowledge and Library Service Manager	Librarian/ Deputy Librarian/ Assistant Librarian	Embedded / Clinical / Outreach Librarian / Knowledge Specialist	Library Assistant / Paraprofessional/ Level 3 apprentice	Other
1	Strategic Planning	Expert Searcher Skills	Digital Literacy	Digital Literacy	Digital Literacy
2	Creation of high-quality organisational knowledge assets	Digital Literacy	Expert Searcher Skills	Health Literacy	Health Literacy
3	Health Literacy	Training skills	Skills relating to Clinical/Embedded and/or knowledge specialist roles	Customer Service Skills	Information literacy and patient information skills
4	Leadership (Senior Level)	Health Literacy	Synthesis and Summaries for Evidence Reviews	Library Space: Innovation and Best Use	Evidence Based Librarianship
5	Developing an aligned evidence and knowledge mobilisation action plan using the self-assessment tool	Skills for supporting researchers	Creation of high-quality organisational knowledge assets	Marketing	Creation of high-quality organisational knowledge assets
6	User Journey Mapping	Synthesis and Summaries for Evidence Reviews	Collaborating with researchers on joint projects	Research Skills	Developing an aligned evidence and knowledge mobilisation action plan using the self-assessment tool
7	Collecting and using Impact	Collecting and using Impact	Quality Improvement	Training skills	Synthesis and Summaries for Evidence Reviews
8	Key Performance Indicators	Information literacy and patient information skills	User Journey Mapping	Promoting the service professionally	Tools for knowledge transfer and organisational learning
9	Stakeholder engagement	Finding evidence and knowledge to inform non-clinical decision making	Open Access Publishing	Expert Searcher Skills	Open Access Publishing
10	Digital Literacy	Marketing	Thinking Differently	Evidence Based Librarianship	Evaluation and impact of knowledge mobilisation

Commentary

For the 2019 survey, priorities were categorised by pay band rather than the role. Comparisons in priorities between 2019 and 2021 will be made using the equivalent role and pay band. This table shows the approximate equivalences for role and pay band.

The 2019 Development Needs Analysis Report stated that 'health information for patients and carers' and 'knowledge management' had both dropped out of the overall top 10 when compared with the Development Needs Analysis survey results from 2017. This was because there had been two significant development programmes to upskill knowledge and library staff with these skills. In 2021, similar development opportunities are back in the top 10 priorities which aligns with the strategic outcomes of *Knowledge for Healthcare 2021-26*.

- 'Digital literacy' and 'health literacy' are listed as priorities for four of the five roles, with only Embedded / Clinical / Outreach Librarian / Knowledge Specialists not including 'health literacy' in their top 10 priorities.
- Four elements of the Mobilising Evidence and Knowledge workstream appear as priorities for three of the five roles: Knowledge and Library Service Managers, Embedded / Clinical / Outreach Librarian / Knowledge Specialists and Others.

Offers from the Resource Discovery workstream 'Synthesis and Summaries for Evidence Reviews', 'Finding evidence and knowledge to inform non-clinical decision making', 'Expert Searcher Skills', 'Open Access Publishing' all appear in the top 10 priorities for Librarian/ Deputy Librarian/ Assistant Librarian and Embedded / Clinical / Outreach Librarian / Knowledge Specialists who often have similar roles in supporting users in accessing the evidence base. In the 2019 report some equivalents namely: 'Synthesis and summarising', 'Literature searching/Information retrieval' also featured in the top 10 for Bands 2-4, 5 and 6.

Skills relating to research are new entries in the 2021 top 10, with four of the five roles prioritising 'Research skills', 'Evidence Based Librarianship', 'Collaborating with researchers on joint projects', 'Skills for supporting researchers' and 'Open Access Publishing'. Knowledge and Library Service Managers do not include research skills in their top 10 priorities.

Quality and impact features as a priority in three of the five roles but Library Assistant / Paraprofessional/ Level 3 apprentices and Others do not list any quality and impact priorities.

Library Assistant / Paraprofessional/ Level 3 apprentices list five priorities from the Workforce Planning and Development workstream which includes a lot of the softer skills such as 'Customer service skills', 'Marketing' and 'Training skills'.

Knowledge and Library Service Managers, as expected, include several priorities that relate to developing and managing the service: 'Strategic planning', 'Leadership', 'Stakeholder engagement' 'Key Performance Indicators'. Only 'Leadership' does not appear in their 2019 priorities.

2021 personal learning and development needs explored

The following tables provide more details on the top 10 overall priorities, showing how many of each role stated the development need was a priority, the ranking for the role and the preferred delivery style by role.

Separate reports for each of the five roles are also available, detailing their top 10 priorities and preferred delivery option.

Rank for all roles	Development Need	Knowledge for Healthcare workstream	CILIP Professional Knowledge and Skills Base (PKSB) section
1/59	Digital literacy	Health Literacy & Patient Information	07.2 Digital Literacy

Role in NHS knowledge and library service	Response (Priority 1 to 5)		Ranking for role	Preferred delivery option %				
	n	%		E-learning	Face to face in physical location	Live online delivered via e.g. Teams	Mixture of delivery styles	No preference
Knowledge and Library Service Manager	13	13%	10/59		23%	23%	46%	8%
Librarian/Deputy Librarian/ Assistant Librarian	26	25%	2/59	12%	12%	31%	38%	8%
Embedded / Clinical / Outreach Librarian / Knowledge Specialist	16	23%	1/59	19%		56%	19%	6%
Library Assistant / Paraprofessional/ Level 3 apprentice	27	37%	1/59	44%	11%	15%	26%	4%
Other	7	64%	1/59	43%		29%	29%	

Rank for all roles	Development Need	Knowledge for Healthcare workstream	CILIP Professional Knowledge and Skills Base (PKSB) section
2/59	Health literacy	Health Literacy & Patient Information	07.4 Health Literacy

Role in NHS knowledge and library service	Response (Priority 1 to 5)		Ranking for role	Preferred delivery option %				
	n	%		E-learning	Face to face in physical location	Live online delivered via e.g. Teams	Mixture of delivery styles	No preference
Knowledge and Library Service Manager	12	12%	3/59	17%		33%	42%	8%
Librarian/Deputy Librarian/ Assistant Librarian	21	20%	4/59	8%	4%	12%	42%	15%
Embedded / Clinical / Outreach Librarian / Knowledge Specialist	9	13%	17/59	11%		56%	33%	
Library Assistant / Paraprofessional/ Level 3 apprentice	20	27%	2/59	20%	15%	30%	30%	5%
Other	5	45%	2/59	40%		20%	40%	

Rank for all roles	Development Need	Knowledge for Healthcare workstream	CILIP Professional Knowledge and Skills Base (PKSB) section
4/59	Creation of high-quality organisational knowledge assets	Mobilising Evidence and Knowledge	06.3 Knowledge Transfer and organisational learning

Role in NHS knowledge and library service	Response (Priority 1 to 5)		Ranking for role	Preferred delivery option %				
	n	%		E-learning	Face to face in physical location	Live online delivered via e.g. Teams	Mixture of delivery styles	No preference
Knowledge and Library Service Manager	16	16%	2/59	6%	13%	19%	38%	25%
Librarian/Deputy Librarian/ Assistant Librarian	9	9%	32/59			44%	56%	
Embedded / Clinical / Outreach Librarian / Knowledge Specialist	11	16%	6/59	9%		55%	36%	
Library Assistant / Paraprofessional/ Level 3 apprentice	4	5%	19/59	25%		50%	25%	
Other	2	18%	5/59	100%				

Rank for all roles	Development Need	Knowledge for Healthcare workstream	CILIP Professional Knowledge and Skills Base (PKSB) section
5/59	Training skills	Workforce Planning & Development	07.7 Educational skills

Role in NHS knowledge and library service	Response (Priority 1 to 5)		Ranking for role	Preferred delivery option %				
	n	%		E-learning	Face to face in physical location	Live online delivered via e.g. Teams	Mixture of delivery styles	No preference
Knowledge and Library Service Manager	2	2%	58/59		50%		50%	
Librarian/Deputy Librarian/ Assistant Librarian	20	19%	3/59	15%	10%	20%	45%	10%
Embedded / Clinical / Outreach Librarian / Knowledge Specialist	9	13%	41/59	22%		22%	44%	11%
Library Assistant / Paraprofessional/ Level 3 apprentice	17	23%	7/59	29%	12%	12%	35%	12%
Other	1	9%	12/59			100%		

Rank for all roles	Development Need	Knowledge for Healthcare workstream	CILIP Professional Knowledge and Skills Base (PKSB) section
6/59	Marketing	Workforce Planning & Development	10.8 Marketing

Role in NHS knowledge and library service	Response (Priority 1 to 5)		Ranking for role	Preferred delivery option %				
	n	%		E-learning	Face to face in physical location	Live online delivered via e.g. Teams	Mixture of delivery styles	No preference
Knowledge and Library Service Manager	8	8%	18/59		12.5%	12.5%	50%	25%
Librarian/Deputy Librarian/ Assistant Librarian	16	15%	10/59	6%	13%	25%	44%	13%
Embedded / Clinical / Outreach Librarian / Knowledge Specialist	7	10%	27/59	14%	14%	29%	43%	
Library Assistant / Paraprofessional/ Level 3 apprentice	26	36%	5/59	15%	8%	35%	27%	15%
Other	1	9%	11/59					100%

Rank for all roles	Development Need	Knowledge for Healthcare workstream	CILIP Professional Knowledge and Skills Base (PKSB) section
7/59	Information literacy and patient information skills	Health Literacy & Patient Information	07.1 Information Literacy

Role in NHS knowledge and library service	Response (Priority 1 to 5)		Ranking for role	Preferred delivery option %				
	n	%		E-learning	Face to face in physical location	Live online delivered via e.g. Teams	Mixture of delivery styles	No preference
Knowledge and Library Service Manager	8	8%	12/59			50%	50%	
Librarian/Deputy Librarian/ Assistant Librarian	16	15%	8/59	13%	6%	31%	25%	25%
Embedded / Clinical / Outreach Librarian / Knowledge Specialist	8	12%	16/59			50%	38%	13%
Library Assistant / Paraprofessional/ Level 3 apprentice	12	16%	12/59	8%	25%	17%	42%	8%
Other	4	36%	3/59	50%		25%	25%	

Rank for all roles	Development Need	Knowledge for Healthcare workstream	CILIP Professional Knowledge and Skills Base (PKSB) section
9/59	Synthesis and Summaries for Evidence Reviews	Resource Discovery	03.7 Abstracting and summarising

Role in NHS knowledge and library service	Response (Priority 1 to 5)		Ranking for role	Preferred delivery option %				
	n	%		E-learning	Face to face in physical location	Live online delivered via e.g. Teams	Mixture of delivery styles	No preference
Knowledge and Library Service Manager	7	7%	35/59	29%		14%	43%	
Librarian/Deputy Librarian/ Assistant Librarian	16	15%	6/59	6%	19%	31%	25%	19%
Embedded / Clinical / Outreach Librarian / Knowledge Specialist	18	26%	4/59	22%	6%	44%	17%	11%
Library Assistant / Paraprofessional/ Level 3 apprentice	1	1%	49/59					
Other	2	18%	7/59			50%		50%

Rank for all roles	Development Need	Knowledge for Healthcare workstream	CILIP Professional Knowledge and Skills Base (PKSB) section
10/59	Collecting and using Impact	Quality and Impact	11.3 Demonstrating value and impact

Role in NHS knowledge and library service	Response (Priority 1 to 5)		Ranking for role	Preferred delivery option %				
	n	%		E-learning	Face to face in physical location	Live online delivered via e.g. Teams	Mixture of delivery styles	No preference
Knowledge and Library Service Manager	13	13%	7/59	8%	15%	31%	15%	31%
Librarian/Deputy Librarian/ Assistant Librarian	13	12%	7/59		15%	31%	23%	31%
Embedded / Clinical / Outreach Librarian / Knowledge Specialist	12	17%	18/59	8%	8%	42%	25%	17%
Library Assistant / Paraprofessional/ Level 3 apprentice	4	5%	34/59					
Other	2	18%	23/59					100%

Appendix 1 Ranked Development Choice for All Roles and the Five Role Groups from the 2021 Development Needs Analysis Survey

2021 Development Needs Analysis Survey Ranked Development Choices: All Roles & Individual Roles						
Rank	All roles	Knowledge and Library Service Manager	Librarian/ Deputy Librarian/ Assistant Librarian	Embedded / Clinical / Outreach Librarian / Knowledge Specialist	Library Assistant / Paraprofessional/ Level 3 apprentice	Other
1	Digital Literacy	Strategic Planning	Expert Searcher Skills	Digital Literacy	Digital Literacy	Digital Literacy
2	Health Literacy	Creation of high-quality organisational knowledge assets	Digital Literacy	Expert Searcher Skills	Health Literacy	Health Literacy
3	Expert Searcher Skills	Health Literacy	Training skills	Skills relating to Clinical/Embedded and/or knowledge specialist roles	Customer Service Skills	Information literacy and patient information skills
4	Creation of high-quality organisational knowledge assets	Leadership (Senior Level)	Health Literacy	Synthesis and Summaries for Evidence Reviews	Library Space: Innovation and Best Use	Evidence Based Librarianship
5	Training skills	Developing an aligned evidence and knowledge mobilisation action plan using the self-assessment tool	Skills for supporting researchers	Creation of high-quality organisational knowledge assets	Marketing	Creation of high-quality organisational knowledge assets
6	Marketing	User Journey Mapping	Synthesis and Summaries for Evidence Reviews	Collaborating with researchers on joint projects	Research Skills	Developing an aligned evidence and knowledge mobilisation action plan using the self-assessment tool

2021 Development Needs Analysis Survey Ranked Development Choices: All Roles & Individual Roles						
Rank	All roles	Knowledge and Library Service Manager	Librarian/ Deputy Librarian/ Assistant Librarian	Embedded / Clinical / Outreach Librarian / Knowledge Specialist	Library Assistant / Paraprofessional/ Level 3 apprentice	Other
7	Information literacy and patient information skills	Collecting and using Impact	Collecting and using Impact	Quality Improvement	Training skills	Synthesis and Summaries for Evidence Reviews
8	Skills for supporting researchers	Key Performance Indicators	Information literacy and patient information skills	User Journey Mapping	Promoting the service professionally	Tools for knowledge transfer and organisational learning
9	Synthesis and Summaries for Evidence Reviews	Stakeholder engagement	Finding evidence and knowledge to inform non-clinical decision making	Open Access Publishing	Expert Searcher Skills	Open Access Publishing
10	Collecting and using Impact	Digital Literacy	Marketing	Thinking Differently	Evidence Based Librarianship	Evaluation and impact of knowledge mobilisation
11	Strategic Planning	Thinking Differently	Repository design and management	Data literacy, visualisation, and infographics	Skills for supporting researchers	Marketing
12	Developing an aligned evidence and knowledge mobilisation action plan using the self-assessment tool	Information literacy and patient information skills	Critical Appraisal Skills – General overview	Critical Appraisal Skills – Statistics	Information literacy and patient information skills	Training skills

2021 Development Needs Analysis Survey Ranked Development Choices: All Roles & Individual Roles						
Rank	All roles	Knowledge and Library Service Manager	Librarian/ Deputy Librarian/ Assistant Librarian	Embedded / Clinical / Outreach Librarian / Knowledge Specialist	Library Assistant / Paraprofessional/ Level 3 apprentice	Other
13	Thinking Differently	Tools for knowledge transfer and organisational learning	Thinking Differently	Skills for supporting researchers	User Needs Analysis	Metrics
14	Research Skills	User Profiling	Evidence Based Librarianship	Software development	Social media for business use	Writing for publication
15	Library Space: Innovation and Best Use	Quality Improvement	Promoting the service professionally	Research Skills	Data literacy, visualisation, and infographics	Finding evidence and knowledge to inform non-clinical decision making
16	Evidence Based Librarianship	User Needs Analysis	Social media for business use	Information literacy and patient information skills	User Satisfaction	Collecting and Using Statistical Data
17	Customer Service Skills	Evaluation and impact of knowledge mobilisation	Advocacy	Health Literacy	Talent Management	Data literacy, visualisation, and infographics
18	Promoting the service professionally	Marketing	Stakeholder engagement	Collecting and using Impact	Software development	Strategic Planning
19	Quality Improvement	Collaborative working and partnership building	Research Skills	Strategic Planning	Creation of high-quality organisational knowledge assets	Evaluation

2021 Development Needs Analysis Survey Ranked Development Choices: All Roles & Individual Roles						
Rank	All roles	Knowledge and Library Service Manager	Librarian/ Deputy Librarian/ Assistant Librarian	Embedded / Clinical / Outreach Librarian / Knowledge Specialist	Library Assistant / Paraprofessional/ Level 3 apprentice	Other
20	User Journey Mapping	Skills and Capacity Audit	Quality Improvement	Programming and coding skills	Finding evidence and knowledge to inform non-clinical decision making	User Profiling
21	User Needs Analysis	Library Space: Innovation and Best Use	User Needs Analysis	Finding evidence and knowledge to inform non-clinical decision making	Tools for knowledge transfer and organisational learning	Advocacy
22	Collaborating with researchers on joint projects	Change Management	Podcasts and video production	User Profiling	Podcasts and video production	Programming and coding skills
23	Leadership (Senior Level)	Project Management	Collaborating with researchers on joint projects	Evaluation and impact of knowledge mobilisation	Open Access Publishing	Collecting and using Impact
24	Stakeholder engagement	Programming and coding skills	Leadership (Introductory Level)	Developing an aligned evidence and knowledge mobilisation action plan using the self-assessment tool	Thinking Differently	Podcasts and video production
25	Evaluation and impact of knowledge mobilisation	Collaborating with researchers on joint projects	Customer Service Skills	Critical Appraisal Training Skills	Collaborative working and partnership building	Collaborating with researchers on joint projects

2021 Development Needs Analysis Survey Ranked Development Choices: All Roles & Individual Roles						
Rank	All roles	Knowledge and Library Service Manager	Librarian/ Deputy Librarian/ Assistant Librarian	Embedded / Clinical / Outreach Librarian / Knowledge Specialist	Library Assistant / Paraprofessional/ Level 3 apprentice	Other
26	Data literacy, visualisation, and infographics	Costing	Writing for publication	Podcasts and video production	Programming and coding skills	Critical Appraisal Training Skills
27	Skills relating to Clinical/Embedded and/or knowledge specialist roles	Critical Appraisal Training Skills	Evaluation and impact of knowledge mobilisation	Marketing	User Profiling	Library Space: Innovation and Best Use
28	Software development	Critical Appraisal Skills – Statistics	Collaborative working and partnership building	Evidence Based Librarianship	Writing for publication	Project Management
29	User Profiling	Collecting and Using Statistical Data	Developing an aligned evidence and knowledge mobilisation action plan using the self-assessment tool	Promoting the service professionally	Critical Appraisal Training Skills	Stakeholder engagement
30	Open Access Publishing	Critical Appraisal Skills – General overview	Strategic Planning	Writing for publication	Advocacy	Costing
31	Critical Appraisal Skills – General overview	Data literacy, visualisation, and infographics	Library Space: Innovation and Best Use	Change Management	Change Management	Key Performance Indicators
32	Critical Appraisal Skills – Statistics	Talent Management	Creation of high-quality organisational knowledge assets	Critical Appraisal Skills – General overview	Costing	Performance Monitoring
33	Finding evidence and knowledge to inform non-clinical decision making	Promoting the service professionally	Critical Appraisal Training Skills	Library Space: Innovation and Best Use	Quality Improvement	Quality Improvement

2021 Development Needs Analysis Survey Ranked Development Choices: All Roles & Individual Roles						
Rank	All roles	Knowledge and Library Service Manager	Librarian/ Deputy Librarian/ Assistant Librarian	Embedded / Clinical / Outreach Librarian / Knowledge Specialist	Library Assistant / Paraprofessional/ Level 3 apprentice	Other
34	Advocacy	Facilitation skills	User Satisfaction	Performance Monitoring	Collecting and using Impact	Thinking Differently
35	Collaborative working and partnership building	Synthesis and Summaries for Evidence Reviews	User Profiling	Stakeholder engagement	Collecting and Using Statistical Data	User Journey Mapping
36	Tools for knowledge transfer and organisational learning	Advocacy	Skills relating to Clinical/Embedded and/or knowledge specialist roles	User Needs Analysis	Networking	User Needs Analysis
37	Key Performance Indicators	Podcasts and video production	Networking	Advocacy	User Journey Mapping	User Satisfaction
38	Writing for publication	Skills relating to Clinical/Embedded and/or knowledge specialist roles	Critical Appraisal Skills – Statistics	Project Management	Critical Appraisal Skills – General overview	Research Skills
39	Critical Appraisal Training Skills	Software development	Evaluation	Networking	Leadership (Introductory Level)	Skills for supporting researchers
40	Change Management	Expert Searcher Skills	Open Access Publishing	Tools for knowledge transfer and organisational learning	Stakeholder engagement	Critical Appraisal Skills – General overview

2021 Development Needs Analysis Survey Ranked Development Choices: All Roles & Individual Roles						
Rank	All roles	Knowledge and Library Service Manager	Librarian/ Deputy Librarian/ Assistant Librarian	Embedded / Clinical / Outreach Librarian / Knowledge Specialist	Library Assistant / Paraprofessional/ Level 3 apprentice	Other
41	Podcasts and video production	Evaluation	Software development	Training skills	Skills relating to Clinical/ Embedded and/or knowledge specialist roles	Critical Appraisal Skills – Qualitative studies
42	Programming and coding skills	Writing for publication	Data literacy, visualisation, and infographics	Collecting and Using Statistical Data	Critical Appraisal Skills – Qualitative studies	Critical Appraisal Skills – Quantitative studies
43	Social media for business use	Critical Appraisal Skills – Qualitative studies	Leadership (Intermediate Level)	Repository design and management	Strategic Planning	Critical Appraisal Skills – Statistics
44	Costing	Critical Appraisal Skills – Quantitative studies	Change Management	Facilitation skills	Developing an aligned evidence and knowledge mobilisation action plan using the self-assessment tool	Expert Searcher Skills
45	Repository design and management	Skills for supporting researchers	Talent Management	Costing	Key Performance Indicators	Repository design and management
46	Talent Management	Social media for business use	Leadership (Senior Level)	Critical Appraisal Skills – Qualitative studies	Facilitation skills	Change Management
47	User Satisfaction	Evidence Based Librarianship	Costing	Key Performance Indicators	Collaborating with researchers on joint projects	Collaborative working and partnership building

2021 Development Needs Analysis Survey Ranked Development Choices: All Roles & Individual Roles						
Rank	All roles	Knowledge and Library Service Manager	Librarian/ Deputy Librarian/ Assistant Librarian	Embedded / Clinical / Outreach Librarian / Knowledge Specialist	Library Assistant / Paraprofessional/ Level 3 apprentice	Other
48	Project Management	Open Access Publishing	Collecting and Using Statistical Data	Collaborative working and partnership building	Evaluation and impact of knowledge mobilisation	Customer Service Skills
49	Skills and Capacity Audit	Leadership (Introductory Level)	Tools for knowledge transfer and organisational learning	Evaluation	Metrics	Facilitation skills
50	Collecting and Using Statistical Data	Repository design and management	User Journey Mapping	Leadership (Introductory Level)	Synthesis and Summaries for Evidence Reviews	Leadership (Introductory Level)
51	Evaluation	Finding evidence and knowledge to inform non-clinical decision making	Project Management	Social media for business use	Evaluation	Leadership (Intermediate Level)
52	Leadership (Introductory Level)	Leadership (Intermediate Level)	Key Performance Indicators	Leadership (Senior Level)	Performance Monitoring	Leadership (Senior Level)
53	Networking	Metrics	Programming and coding skills	Talent Management	Critical Appraisal Skills – Quantitative studies	Networking
54	Performance Monitoring	Performance Monitoring	Performance Monitoring	Metrics	Critical Appraisal Skills – Statistics	Promoting the service professionally
55	Critical Appraisal Skills – Qualitative studies	Research Skills	Facilitation skills	User Satisfaction	Repository design and management	Skills and Capacity Audit

2021 Development Needs Analysis Survey Ranked Development Choices: All Roles & Individual Roles						
Rank	All roles	Knowledge and Library Service Manager	Librarian/ Deputy Librarian/ Assistant Librarian	Embedded / Clinical / Outreach Librarian / Knowledge Specialist	Library Assistant / Paraprofessional/ Level 3 apprentice	Other
56	Critical Appraisal Skills – Quantitative studies	User Satisfaction	Metrics	Critical Appraisal Skills – Quantitative studies	Leadership (Intermediate Level)	Skills relating to Clinical/Embedded and/or knowledge specialist roles
57	Facilitation skills	Customer Service Skills	Critical Appraisal Skills – Quantitative studies	Customer Service Skills	Leadership (Senior Level)	Social media for business use
58	Leadership (Intermediate Level)	Training skills	Skills and Capacity Audit	Leadership (Intermediate Level)	Project Management	Software development
59	Metrics	Networking	Critical Appraisal Skills – Qualitative studies	Skills and Capacity Audit	Skills and Capacity Audit	Talent Management

