

North West Library and Archive Labour Market Information

Report to
North West Museums Service
North West Regional Archive Council and
Libraries North West

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1. Introduction and Background

Resource, the Council for Museums, Archives and Libraries, has charged these domains to establish Single Regional Agencies (SRAs), which will perform a range of functions including strategic development. A recent review of skills and training in North West Museums, Libraries and Archives identified a shortage of labour market information (LMI) on libraries and archives in the region as a problem in developing the sector's workforce.¹ The same report identified a lack of evidence of training needs, particularly in the libraries and archives domains. A report commissioned by the National Council on Archives² was produced in response to concerns that the recruitment of qualified conservators was proving difficult. Both these reports highlight the need for more detailed research on training needs, skills shortages and recruitment in libraries and archives.

North West Museums, Libraries and Archives commissioned the Library and Information Statistics Unit (LISU) at Loughborough University to undertake a project to gather key data about the labour market in libraries and archives in the North West. The North West comprises the regions of Greater Manchester, Merseyside, Cheshire, Cumbria and Lancashire. LISU are required to survey all North West library and archive services. The data collected is intended to fill the gaps in the labour market information currently available and together with data already available from published sources, this new data will be used to inform the SRA in the effective monitoring of the development of the labour market in the North West.

2. Literature Search

As the aim of this project is to gather all LMI together; existing published sources are summarised below. These data will then be collated with new data obtained as a result of the questionnaire and discussed in Section 5 (Evaluation).

Skills development and training in the North West Museums, Libraries and Archives Sector³

This report established that there is very little LMI for the archives and library domains, although the Cultural Heritage National Training Organisation (CHNTO) has made several studies (*see below*). A mapping exercise on training available in all three domains concluded that there was little regional training available, but that the majority of users of regional services are loyal and satisfied customers. The report suggested that the North West Museum Service (NWMS), North West Regional Library Service (NWRLS) and the North West Regional Archive Service (NWRAC) have a unique opportunity to influence training provision in the North West, provided they have comprehensive information about the skills required.

Workforce Development Plan (ISNTO)⁴

This report was mentioned in the Manchester Enterprise Report as possibly of some use in filling the gap in LMI in archives and libraries. Although the findings are not yet in the public domain, the ISNTO have informed us that this is in fact a very general overview of development needs and does not contain sufficient detail to inform this report.

¹ Harrison, John. Skills Development and Training in the North West Museums, Libraries and Archives Sector. Manchester Enterprises, 2001.

² Jackson, Bruce. Survey of Recruitment of Archivists, Conservators and Records Managers, July – December 1999, Society of Archivists, 2000.

³ Harrison, John. Skills Development and Training in the North West Museums, Libraries and Archives Sector. Manchester Enterprises, 2001.

⁴ ISNTO. Workforce Development Plan, 2002

Survey of recruitment of Archivists, Conservators and Records Managers, July–December 1999.⁵

This was a national report and showed evidence of major problems in recruitment of qualified Conservators and Records Managers. Out of 84 returns from prospective employers nationwide, a total of 11 posts were not filled at the end of the recruitment process; 4 out of 66 archivists posts, 5 out of 9 records managers and 2 out of 9 conservators. The North West completed 10 returns; five of these reported having problems with recruitment and one failed to recruit.⁶ Nationally there was slightly more evidence that it was more difficult to recruit to senior posts. Some of the respondents cited the following reasons for problems in recruitment:

- Quality of applicants
- Applicants under-qualified
- Applicants under-experienced

North West Regional Archive Council Strategy 2001-2004 (NW Regional Archive Strategy)⁷

The report emphasised the importance of archives in providing an historical record. Archives can be used in a wide range of activities, including leisure, business, education and administration. The report also outlined the strategic development of archives over the next three years in the North West region. It recommended that archives services continue their practice of being socially inclusive and that resources would need to be increased in order to improve the level of service, and to increase/widen training.

The report concluded that there is no co-ordination for the collection of data in the archives domain and that gaps still exist in the data collected. One of the main sources of statistics is the annual CIPFA survey. This collects data such as population, area served, staff resources, holdings and capacity storage, availability of resources to the public, use of resources by the public and revenue expenditure and income.

Snapshot diagnostic of data flow in the archival domain (University of Liverpool)⁸

A project commissioned by Resource for an overview of the current systems for the collection and management of data throughout the archival domain with a view to developing more effective methodologies for the provision, collection, management and use of such data.

A number of organisations collect data from the archival domain including the Department of Culture, Media and Sport (DCMS), CIPFA, the Audit Commission, Resource, National Council on Archives (NCA), Regional Archives Council, Society of Archivists, SCONUL and the Public Records Office. Data collected include general statistics (CIPFA), record holdings and branches, staff resources employed, holdings and storage capacity, availability of resources to the public, use of resources by the public and financial information. The report states that while the collection of data is seen as important and valuable, the volume of surveys to the archival domain has resulted in a lack of enthusiasm for any survey. There is also a lack of clarity of the purposes for which the data is being collected. These factors may have had a bearing on the low response rate to the questionnaire sent out for this LISU survey. The Procter and Williams report

⁵ Jackson, Bruce. *Survey of Recruitment of Archivists, Conservators and Records Managers, July – December 1999*. Society of Archivists, 2000.

⁶ *Ibid*, p.2

⁷ NWRAC. *North West Regional Archive Council Strategy 2001-2004*, 2001

⁸ Williams, C & M. Procter. *Snapshot Diagnostic of Data Flow in the Archival Domain*. Liverpool University Centre for Archive Studies, June 2002.

concludes that there is a need for a more established infrastructure for the collection and management of data across the archival domain.

Archives in the regions: An overview of the English Regional Archive Strategies⁹

The English Regional Archive Councils (RACs) have produced Regional Archives Strategies which are intended to provide a coherent and comprehensive framework for action in the archives domain. This report brings the regional strategies together, highlighting common themes such as accessibility, preservation and conservation, records management and raising the level of awareness generally of the value of archives. The report recommended that work continue to support the regional development of the archive domain. National funding will be required to improve storage and access. Investment will also have to be made to provide staff with the necessary skills to utilise Information and Communications Technology (ICT) to improve access and to maintain electronic records.

Our shared past: developing 21st century archive services¹⁰

This was phase two of a national archival mapping project covering all local authority archives in England. The survey looked at the areas of 'Accommodation and Storage', 'Public Access and Storage', 'Preservation and Conservation', 'Finding Aids and Reference Services', 'Information and Communications Technology', 'Electronic Records', 'Training and Development' and 'External Relations and Cross Sector Working'. The report has a short section on 'Regional Findings in the North West Region'.

Nationally, the report found that 73% of local authorities do not expect to be in a position to deal with electronic records within the next two years, highlighting an urgent need for resources for storage and training. A disappointing 8% of services provided access to training in electronic records management.¹¹ In this section and in the section on 'Training and Development', the North West region performed below the national average, "attributable to the overall reduction in resources and increased workloads".¹² From the performance of individual offices in the North West the report states "there are few high points of provision but many areas of significant need".¹³ There is acknowledgement however, that improvements to the service are being made.

A review of training and recruitment for archivists in the UK¹⁴

This is a report which has been commissioned by Resource. It will look at training and recruitment for the archives domain throughout the UK. Interim findings were not available at the time of writing this report.

Recruit, retain and lead: The Public Library workforce study¹⁵

This project looked at the recruitment and retention of the public library workforce. As Public Library Authorities (PLAs) face different challenges and opportunities for development, the study investigated the problems faced in recruiting the right calibre of library professional,

⁹ National Council on Archives. *Archives in the Regions : An Overview of the English Regional Archive Strategies*. Sheffield, 2001.

¹⁰ Frost, Justin (Archival Mapping Project Board). *Our Shared Past: Developing 21st Century Archive Services*. 2001

¹¹ *Ibid*, p.33

¹² *Ibid*, p.48

¹³ *Ibid*, p.49

¹⁴ Turner, Margaret. (report not yet published) *A review of training and recruitment for archivists in the UK*, NCA.

¹⁵ Usherwood, Bob et al. *Recruit, Retain and Lead: The Public Workforce Study*. Resource, University of Sheffield, 2001

retaining good quality employees and training professionals to become leaders of their profession.

Among the recommendations there are two which may impact on regional strategy:

- That a regionally based system of work experience programmes be established¹⁶
- That a system of regional programmes for the ongoing delivery of continuing education be developed.¹⁷

Snapshot diagnostic of data flow in relation to the library domain¹⁸

This was a similar study to the diagnostic snapshot undertaken for the archival domain (*see above*). The findings concluded that there are very few overlaps in the collection of data. It was also stated that there is a huge imbalance in the coverage of statistical surveys between sectors, with the further education (FE) and workplace libraries sectors being among the least documented. The lack of experience of surveys being conducted in these sectors may help to explain the lack of response to the LISU survey, particularly from the workplace sector, and also explain the confusion a few FE colleges expressed as to what was being surveyed, the library or the college, despite the clarity of the explanatory email. (*Appendix 3*)

A baseline for LIS regional development – snapshot August 2002¹⁹

Geoff Warren was appointed by CILIP in March 2002 as the Regional Development Officer for libraries in England. His task was to conduct an audit of how Library and Information Services (LIS) in England are engaging with the new regional agencies network. He also looked at how libraries are working with archives and museums in the regions.

Warren's report does not have anything of specific interest to the LISU survey, but it states that there are "very strong and well organised LIS networks in the NW and a culture of inclusive LIS input at the regional level".²⁰

North West Museums Service workforce development plan for Museums and Galleries in England's Northwest 2002/4²¹

A report prepared by Paul Parry, the Assistant Director of the NWMS to set out a strategic action plan to ensure that the NWMS meet their regional agenda. The document acknowledges that "training and skills development activities".... may be "most effectively pursued on a cross domain basis".²² The areas cited as most conducive to cross-domain activity are ICT, leadership and management, links with the creative industries, labour market data collection, and skills relating to the learning and access agenda.²³

¹⁶ *Ibid*, p.106

¹⁷ *Ibid*.

¹⁸ Ede, Stuart. Snapshot Diagnostic of Data Flow in Relation to the Library Domain. ProSede, York, June 2002

¹⁹ Warren, Geoff. A Baseline for LIS Regional Development – Snapshot August 2002, CILIP, 2002

²⁰ *Ibid*, p.52

²¹ Parry, Paul. North West Museums Service Workforce Development Plan for Museums and Galleries in England's Northwest 2002/4, NWMS, 2002

²² *Ibid*, p.4

²³ *Ibid*

3. Survey Methodology

The North West project team required us to gather evidence of certain key data, which can be summarised under the following headings:

- Workforce demographics (age, gender, ethnicity, disability)
- Total Full Time/Part Time/volunteers
- Qualification levels
- Employer size
- Wage levels
- Recruitment difficulties
- Skills gaps
- Skills shortages

A specific regional survey to collect this type of data has not been carried out previously although there are several sources where some of the information is available.²⁴ In order to fill the gaps in the data available, a comprehensive questionnaire was devised in consultation with the North West project team. The final version of the questionnaire is in Appendix 1. The questionnaire was piloted with four separate bodies; a university librarian, a local authority archivist, a city authority librarian and a county authority librarian. Their comments and suggestions were noted and the questionnaire modified before the final version was sent out.

To obtain as wide a coverage as possible it was necessary to administer the questionnaire in as many libraries and archives in the region as possible. A total of 147 questionnaires was sent out. The questionnaire was sent to the following sectors: NHS libraries, FE college libraries, HE institutions (archives and libraries), law libraries, public libraries and archives, private archives, business and government libraries. The questionnaire was mounted on a web site and emails sent to the relevant librarians, archivists, Heads of Service and Resource Centre managers. They were asked to consult with other staff where necessary as some of the information required may have been held by a Personnel Officer or Training Officer. They were also asked to complete the questionnaire online wherever possible, although a paper version was sent to those who had no email facilities or where the email address proved to be incorrect. The administration of emails was through a user group set up specifically for the purpose – the “northwest-lisu-survey” mailing list. The completion of the questionnaire was voluntary and unfortunately the response rate was disappointingly low at 20%, with only 30 responses received out of a possible 147. A list of the libraries and archives who responded to the questionnaire is in Appendix 2.

Out of those returned, it is important to note that not all of the sections were fully completed, so many of the figures are based on a small number of returns. Consequently, extreme caution must be exercised when interpreting the figures.

Although the email instructions were quite detailed (*Appendix 3*), a few addressees had not realised that they had to visit a web based survey and had assumed that the questionnaire was an attachment, which had not been attached. A reminder email was sent out ten days later, but the

²⁴ CIPFA, Archives Services Statistics 2001-02 Estimates. SCONUL, Annual Library Statistics 2000-2001, CIPFA, Public Libraries Statistics 2000-01 Actuals.

overall response was low, despite an extension of the deadline. Follow-up telephone calls were made to the majority of PLAs, Local Authority Archives, HE institutions and some FE colleges. Having established that some of the recipients of the email were experiencing difficulties (*see below*), it was suggested that if possible they should complete the sections of the questionnaire that were relatively easy for them to complete, that is those where data was to hand, and/or the comments box at the end of each section.

Some of the comments taken from these telephone calls give an insight into the low response rate and are listed below:

- The questionnaire coincided with the beginning of term for FE and HE institutions.
- FE college libraries are generally staffed by a few employees only and they are fully stretched; they also did not think they could contribute much to the survey.
- Some FE college libraries cannot access centrally held Personnel Records, this deterred them from completing survey.
- Larger public library authorities had problems obtaining the information from Personnel Offices; where obtained it had taken a lot of time and several people were involved.
- University libraries also had problems with the Personnel data. Again this was because it was collected by and held at a central Personnel Office.
- Three archives offices were being refurbished, or had recently undergone refurbishment, leaving no time to complete the questionnaire.
- Several local authority archives and HE institutions were going through the Charter Mark assessment process which was taking a lot of time and effort.
- One or two of the smaller libraries and archives commented that they hadn't thought the survey applied to them as they had so few staff.
- The amount of information required by the questionnaire, and consequently the amount of time needed to complete it, discouraged quite a few institutions.

Other comments have been made during the completion of the questionnaire and are noted in this report.

4. Evaluation of data

The North West project team requested an overview of the region, but with some insight into the sub-regional differences. In this evaluation data has been annotated, where possible, with the sub-regional origin. Throughout this report GM = Greater Manchester, Cu = Cumbria, M = Merseyside, L = Lancashire and Ch = Cheshire.

In view of the low response rate, however, it has not been possible for many of the statistics to be broken down into sub-regions and it has not been possible to draw any widespread conclusions.

Table 1 indicates the spread of response across sector and sub region.

Table 1 Number of responses by sub-region

Sector	Sub-region					Total
	GM	Cu	M	L	Ch	
PLAs	4	0	1	3	2	10
HE	2	0	2	0	0	4
NHS	1	0	1	0	1	3
FE colleges	0	1	2	2	1	6
Archives	1	1	1	2	1	6
Total	8	2	7	7	5	29

4.1 Employment Statistics

4.1.1 Total number of employees

The questionnaire asked respondents to state the total number of employees with Full Time Equivalents (FTEs) in their library/archive, broken down into numbers of full-time staff, part-time staff and volunteers. The results are given below (*Tables 2-5 and Fig 1*).

Table 2 Total number of employees

	People	No. respondents	FTEs	No. respondents
No. full-time staff	1,335	24	1,043	20
No. part-time staff	1,279	24	520.07	21
Total staff	2,816	26	1,760.47	23
No. volunteers	153	10	11	7

Table 3 Total number of paid employees by age group

	Paid	Percentage
16 and under	5	0.23
16-24	191	8.79
25-34	327	15.06
35-44	627	28.87
45-54	694	31.95
55-64	325	14.96
65-74	3	0.14
75-84	0	0
86 and over	0	0

Fig 1 Employees by age group

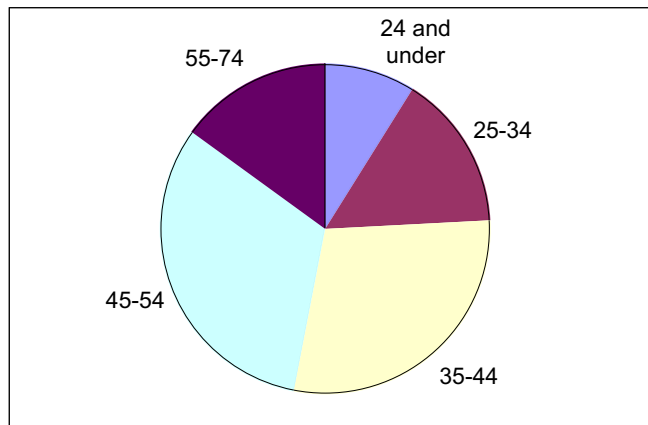


Table 4 Total number of volunteers by age group

	Volunteers	Percentage
16 and under	0	0.00
16-24	1	0.74
25-34	3	2.21
35-44	0	0.00
45-54	11	8.09
55-64	27	19.85
65-74	94	69.12
75-84	0	0
85 and over	0	0

(based on data from 7 respondents)

Table 5 Total number of male and female employees

		Percentage
Male	709	25.49
Female	2,072	74.51
Total staff	2,781	

(based on data from 26 respondents)

In view of the low response, it has not been possible to split the above figures into archives/libraries so the annual statistics produced by the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Society of College, National and University Libraries (SCONUL) are reproduced below. The CIPFA statistics show the staff establishment figures; staff in post at 31 March 2001. SCONUL statistics give the number of professional and other staff in college and university libraries for 2001-02.

Public Library Statistics 2000-01 Actuals²⁵

Professional staff (FTEs) in post at 31 March 2001	789.4
All other staff (FTEs) in post at 31 March 2001	2,339.3
Total staff (FTEs) in post at 31 March 2001	3,128.7

CIPFA Archives Services Statistics (Estimates)²⁶

Archivists (FTEs) in post at 31 March 2001	43.3
Conservation staff (FTEs) in post at 31 March 2001	8.2
Other staff in post (FTEs) in post at 31 March 2001	78.2
Total staff (FTEs) in post at 31 March 2001	129.7

Scnul Annual Library Statistics 2000-01²⁷

Total professional posts (FTEs)	336.6
Total other library posts (FTEs)	611.6
Total library/information ancillary posts (FTEs)	80.2
Total externally funded posts (FTEs)	69
Total library/information posts (FTEs)	1,094.3
Total other staff not included in above but reporting to University Librarian/Director of IS	222.9

4.1.2 Ethnicity

There was insufficient data to produce any statistical evidence about the ethnic origin of employees; this was a section which many respondents failed to complete because, according to remarks made in the telephone follow-up calls, the information was not available to them.

4.1.3 Disability

Twenty one respondents answered the question on disability stating that a total of 21 staff have informed them that they have a disability. This represents 1.45% of the total staff numbers supplied by the same 21 respondents.

4.1.4 Qualifications

Respondents were asked to state how many employees held, or were studying for, academic, professional and vocational qualifications. A list of qualifications was produced by the project team, after consultation with librarians and archivists involved in the pilot. The tables below show the responses.

²⁵ CIPFA. Public Library Statistics 2001-01 Actuals, CIPFA, 2002

²⁶ CIPFA. Archive Services Statistics 2001-02 Estimates. CIPFA, 2002

²⁷ Society of College, National and University Libraries. Annual Library Statistics 2000-2001. SCOUNL, 2002

Table 6 Academic qualifications

	Held	Studying
MA/MSc in Information and Library Studies	22	7
BA/BSc in Information and Library Studies	130	6
Diploma in Information and Library Studies	24	1
MA/MSc in Archives and Records Management	26	1
MSc in Records Management	0	1
Postgraduate Diploma in Archives and Records Management	5	1

(Based on data from 23 respondents)

Fig 2 Academic qualifications

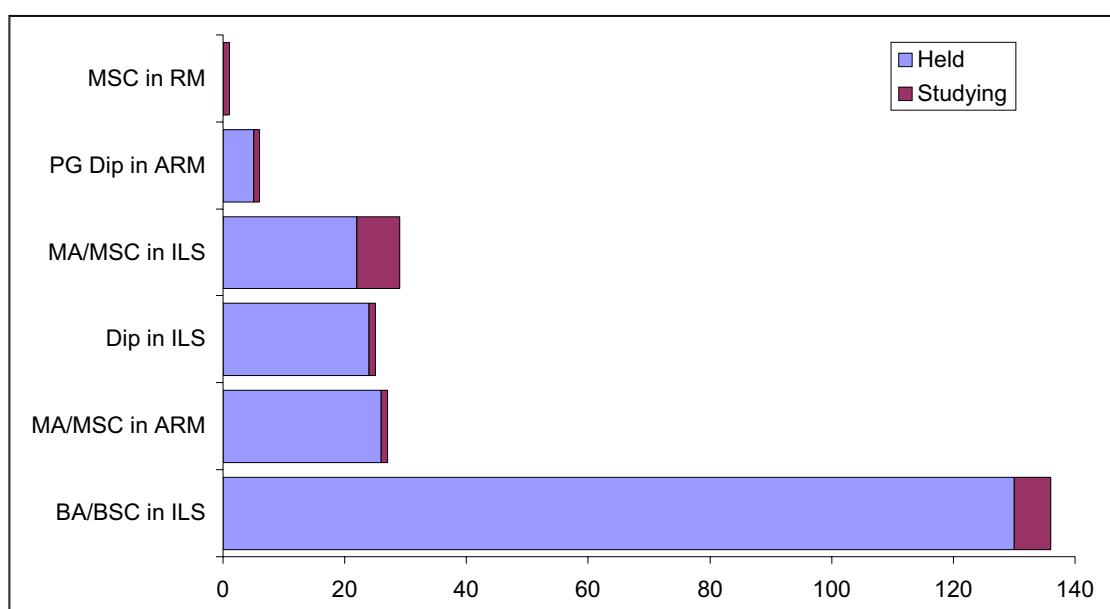


Table 7 Professional qualifications

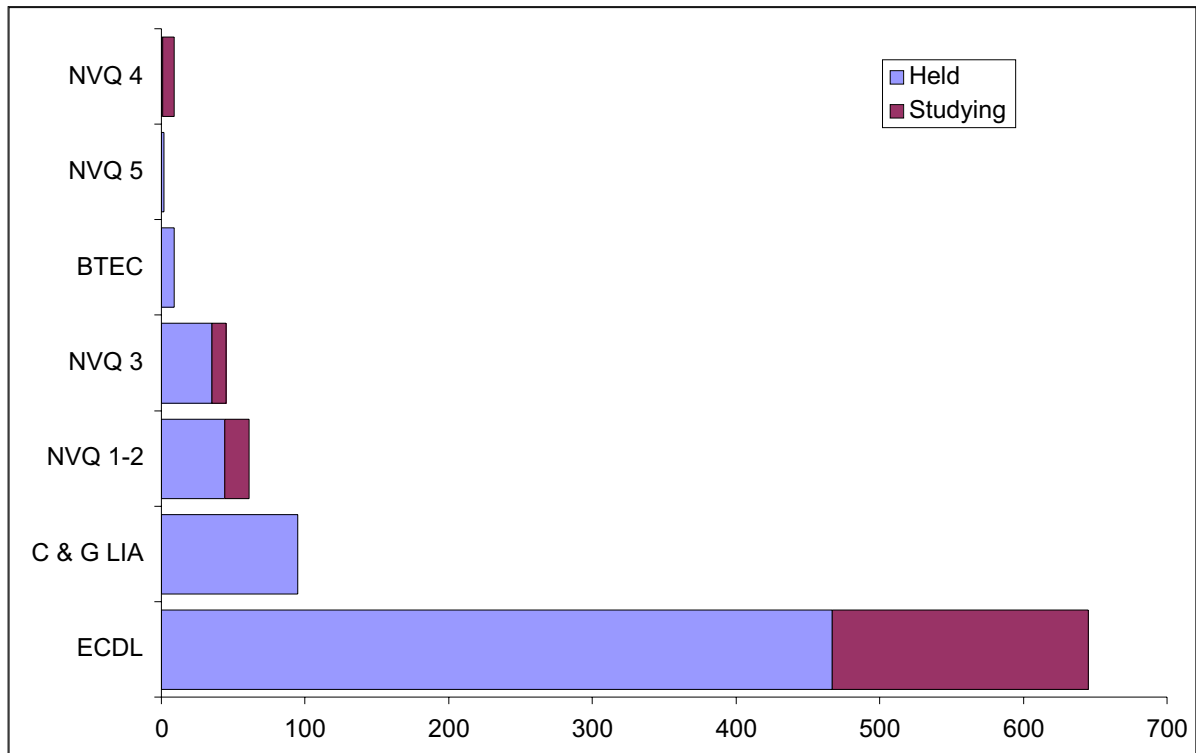
	Held	Studying
CILIP (LA/IIS) Professional Status	306.5	5
Society of Archivists Certificate of Archive Conservation	4	0
Registered Membership of the Society of Archivists	12	2

(Based on data from 20 respondents)

Clerical and other qualifications

Respondents were asked to state how many of their employees held or were studying for, clerical and other qualifications. Seventeen responded to this question and stated that, in total, 26 of their employees held clerical qualifications, 68 held ‘other’ qualifications, and 14 were studying for ‘other’ qualifications. Unfortunately it has not been possible to list any specific qualifications as insufficient detail was given by the respondents.

Fig 3 Vocational Qualifications



The pre-dominance of the ECDL qualification in the above table indicates the importance being placed on the achievement of this. The provision of ECDL training for all staff, in line with the People’s Network initiative, has been a major concern for service managers and this is reflected in the level of training resources being targeted to the attainment of this qualification.

4.1.5 Salary levels

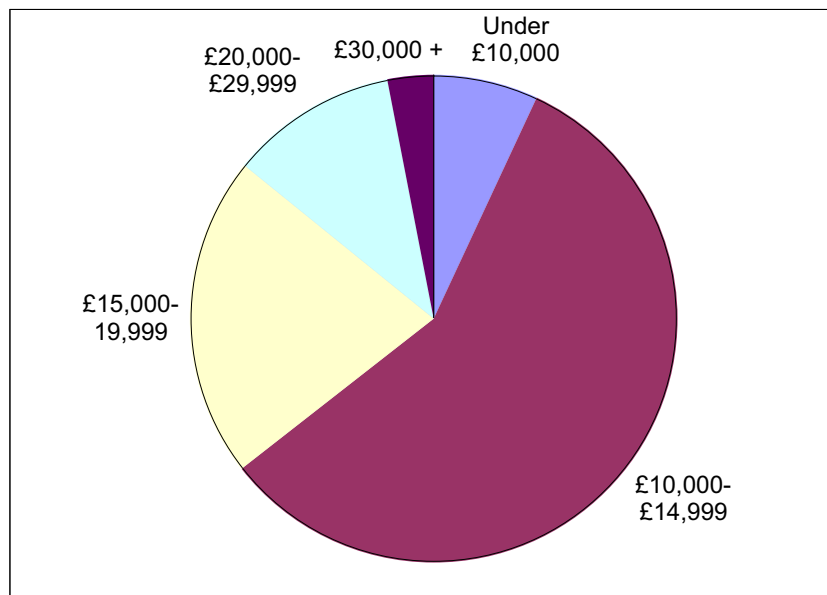
Respondents were asked how many employees (expressed as FTEs) fell into which salary bands. The results are listed in the table below, but during analysis of the data, it became apparent that several respondents were supplying actual staff numbers and not FTEs. These figures have been included but caution must be exercised when interpreting the data.

Table 8 Salary levels of employees

	FTEs
Under £10,000	162.8
£10,000-£14,999	1369.4
£15,000-19,999	512.6
£20,000-24,999	190.9
£25,000-£29,999	70
£30,000-£34,999	46.9
£35,000-£39,999	16.5
£40,000-£44,999	3
£45,000-£49,999	1
£50,000-£54,999	4

Based on 26 responses

Fig 4 Percentage of employees by salary band



According to the respondents to this survey, the majority (58%) of employees in the archives and libraries domains earn between £10,000 and £14,999 per annum. The average gross weekly earnings in 2000 for people in the North West is £385.70 (£20,056 p.a.), according to the Office for National Statistics²⁸, making employees' earnings in these domains fall below the regional average salary. Given the competition from other employers and other vocations, this is likely to affect the recruitment to posts at all levels in the archives and libraries domains in the North West.

²⁸ Office for National Statistics. Region in Figures, table 4.2, 2002

4.1.6 Posts held

Respondents were asked to state the predominant role of each employee in their organisation. This question was an attempt to establish the numbers and categories of employees. Again it is unclear if the 24 respondents who completed this section have supplied FTE figures or actual staff figures, so caution must be used when interpreting the data.

Table 9 Predominant role of employees

	FTEs	Percentage
Managerial	78.20	6.3
Librarians	241.59	19.4
Archivists	22.00	1.8
Conservators	19.00	1.5
Records Managers	4.00	0.3
IT Professionals	16.36	1.3
Library Assistants	645.48	51.7
Archives Assistants	17.90	1.4
Admin Officers	20.80	1.7
Clerical Officers	19.12	1.5
Education/Access Specialists	9.00	0.7
Reprographics Specialists	4.34	0.4
Other	149.72	12.0

Based on data from 24 respondents

4.2 Training

The section on training (6 on questionnaire) asked the respondent to give details of any skills related training courses offered to all employees within the last 12 months in the areas of ICT/Records Management/Archives/Library and Information. They were asked to exclude managerial training as this was not seen as specific to the information required for the project. They were also asked to indicate whether the training was external or internal.

As each domain has different needs for training activities, the results have been listed separately, but with any cross-domain activity noted.

4.2.1 Training in the archives domain

Table 10 Training courses attended in the archives domain

Name of course	Number of employees attending	Internal (I) or External (E)
Dreamweaver	1	E
Web Application to Development	1	E
Society of Archivists (SoA) Diploma course	1	E
SoA day courses (e.g. copyright)	5	E
IT skills	4	E
SoA Conservation Conference	3	E
ECDL	6*	I
Digitisation (Cross domain)	3	E
Preservation Surveys	1	E
Regional collaboration: LT LLP conference 2002 (Cross domain)	18**	E

- This figure may be greater – two local authorities grouped libraries and archives together. These joint figures have been put in the table in 4.2.4 for librarians

** This figure includes all employees, archivists and librarians, from a large HE institution

The majority of training courses in Table 10 have been provided externally (90%) which seems to support the findings of the Mapping Project Board (MPB): “63% of services hold internal courses, whilst 84% send staff on external courses”.²⁹ The predominant use of external training impacts on training budgets. External training may cost more; it may also have extra costs in travel expenses, cover for absence etc. It may prove to be more cost-effective to provide cross-domain training and/or search out available skills in-house and utilise those more effectively.

4.2.2 Training coverage in the archives domain

Respondents were asked to give their perception of the training available in terms of coverage of skills. Five respondents from the archives domain completed this question. Three local authorities responsible for both libraries and archives also added comments to this section.

Table 11 Training coverage for archivists

Rating of service	No. of respondents who said this	Comments
Mostly good	5	Needs to be more locally based training courses for archivists in Cumbria. A need for more courses on EAD, grant writing and digital preservation issues (M).
Could be much improved	2	Should be more archive training for para-professional staff (L)
Very little	1	Need for more electronic records management training for archivists (M)

²⁹ Frost, Justin (Archival Mapping Project Board). Our Shared Past: Developing 21st Century Archive Services. 2001, p11

Table 12 Training coverage for conservators

Rating of service	No. of respondents who said this	Comments
Mostly good	2	
Average	1	Areas of improvement for conservators – IT, preservation surveys, disaster planning.(M)
Could be much improved	1	
Very little training available	1	

Table 13 Training coverage for records managers

Rating of service	No. of respondents who said this	Comments
Average	2	Areas for improvement for training for RMs: Data Protection and Freedom of Information (M), 'retention' (M).
Could be much improved	1	Could do with more training in electronic records management (L) and general training for para-professional staff (L).
Very little training available	1	Need more training on disaster management (GM), basic conservation (GM)

In general, the archives domain highlighted more areas of concern than the libraries domain. There was also a comment that archives staff in general needed a basic understanding of libraries and vice versa; there was a big 'culture divide' between the two (M).

According to the report from the MPB 73% of services did not run courses in electronic records management.³⁰ This was mentioned by two respondents to the LISU questionnaire as an area where more training is needed. The NWRAC Strategy endorses the importance of records management; "Records management is central to the use of current records and the well-being of future archives".³¹ One of the strategic objectives is to "co-ordinate training and awareness of records management issues".³² The other growing area for the archives domain is that of electronic record creation, storage and usage, and this is again a strategic objective of the NWRAC. The respondents to the survey have not rated the training coverage for archivists/conservators/records managers very highly. For archivists, five stated that they rated the provision for archivists as "mostly good", two, that this "could be much improved" and one, that there is very little training available. For conservators, one answered that the training "could be much improved", one – "mostly good, one -"average" and one saying "very little training available". For records managers the training was perceived as "mostly good" by one, "average" by two respondents, "could be much improved" by one, and "very little training available" by another.

³⁰ Frost, Justin (Archival Mapping Project Board). Our Shared Past: Developing 21st Century Archive Services. 2001, p11

³¹ NWRAC. North West Regional Archive Council Strategy 2001-2004, 2001, p.20

³² *Ibid.*

Generally, the archivists appear to be slightly better placed for training than conservators and records managers and this is borne out by the national research carried out for the MPB project: “Although an encouraging 71% of services provided access to training in basic IT skills, only 8% of services provided access to training in electronic records management, and a disappointing 20% of services provided access to training in information policy issues such as freedom of information and data protection”.³³

It has been recognised that in order to meet the electronic records and electronic networking agenda set by the Government (all central and local government documentation available electronically by 2005), “[A] concentrated effort of resources on training....is essential to improve the situation in these key areas”.³⁴

4.2.3 Barriers to the take-up of training in the archives domain

Possible barriers to the take-up of training courses were suggested and respondents were asked to indicate the frequency of those barriers in the take-up of training. Six respondents completed this section.

Table 14 Possible barriers to training – archives domain

Reason given	Very frequently	Fairly often	Sometimes	Not very often	Never
Course is not relevant	2 (L x2)	1 (Cu)	2 (M, GM)		1 no response
Too far to travel	2 (Cu, L)	3 (L, GM, M)		1 (M)	
Too expensive	3 (Cu, GM, L)	1 (M)	1 (L)	1 (M)	
Difficulty in being away from the workplace (no cover for absence)	1 (GM)	2 (Cu, L)	2 (L, M)	1 (M)	
Lack of encouragement from management				3 (L, Mx2)	2 (Cu, GM) 1 no response
Lack of motivation on part of the individual		1 (L)		2 (M x 2)	2 (Cu, GM) 1 no response

From the results in the table above it would appear that the courses on offer are not always relevant to the training needs of the staff; five of the respondents thought this was a factor. Expense and distance from the training venue are also seen by five to be a prohibitive factor. As many of the archives and records offices have few staff, the ability to leave the workplace for training was a factor for five respondents. This is borne out by the research carried out by the MPB; although training courses are valued, “access to training is limited by level of staff complement and smaller services in particular find it difficult to maintain front-line services and

³³ Frost, Justin (Archival Mapping Project Board). Our Shared Past: Developing 21st Century Archive Services. 2001, p11

³⁴ *Ibid.*

release staff for training”.³⁵ Lack of management encouragement and lack of individual motivation were not often factors to prevent the take-up of training.

The comments given for this section substantiate the above. These are as follows:

- Archival/conservation/records management training is pretty specialised and so not available locally (except by SoA or LUCAS [Liverpool University Centre for Archive Studies]). (L)
- RM is a growth area and more training is needed for organisations of all types. (L)
- Conservation training not available locally (except through SoA Conservators Group). (L)
- There is a need for trainee conservators’ posts – major skills and ageing workforce. (L)
- National shortage also of archivists and especially Records Managers. (L)
- More training needs to be available for para-professional archivists and clerical staff working in record offices. (M)
- Location of the museum in South Cumbria is a disadvantage. (Cu)
- Courses available are often outdated. The work we do is at a more advanced level and courses do not cater for our needs. (Cu)
- Being managed by a Local Authority there are budgetary constraints with regard to training and in particular paying part-time staff to go on courses. (Cu)

From the above, it appears that there are several factors contributing to the respondents’ concerns about training available. Training courses are not always relevant – they need to meet the demands of the workforce, particularly in specialised areas of records management and conservation. Courses also need to be accessible, something which can be difficult in rural areas. There is also the problem of releasing staff to go on courses, particularly when operating a frontline service.

4.2.4 Training in the libraries domain

From the range of training courses listed in Table 15 and the comments made by the 14 respondents who completed this question, it would appear that, even from the low response rate, the library and information sector is well provided with a wide variety of training courses. The ‘newer’ demands of the need to market library services and increased budget restraints are reflected in the comments made on the provision of training in these areas.

³⁵ Frost, Justin (Archival Mapping Project Board). *Our Shared Past: Developing 21st Century Archive Services*. 2001, p32-33

Table 15 Training courses attended in the libraries domain

Name of course	Number of employees attending	Number of services sending people on this course	Internal (I) or External (E) Training Provider
<i>Health and Safety Courses</i>			
Risk It	5	1	I
Health and Safety for IT	40	1	I
Personal Safety in the Workplace	20	1	E
Emergency First Aid	10	1	E
<i>Customer Care</i>			
Deaf Awareness for Library Staff	36	1	E
Social Inclusion/disability issues	7	1	E
Dealing with abusive users	38	2	E
Disability awareness training	120	1	E
<i>IT courses</i>			
ECDL (cross domain)	245	7	I and E
Use of Online Databases	5	1	I
On-Line databases workshop	5	1	E
Web design	1	1	I
Scanning	2	1	I
E-mail	1	1	I
Advance Internet Searching	1	1	E
Heritage software	7	2	I and E
E-Journals talk with SWETS Blackwells	1	1	E
A strategic look at e-journals	20	1	I
Aditus database training	1	1	E
The E-Learning environment	1	1	E
MS Excel	2	1	I
MS Word	1	1	I
MS Outlook	8	1	I
Overview of Windows 2000	45	1	E
Mulberry software	27	1	I
New Opportunities Fund (NOF) ICT	24	1	E
ICT and Reader Development	33	1	E
RSA Internet Technologies	22	1	E
Supporting on-line learning	2	1	E
<i>Local Studies courses</i>			
Out for the Count	1	1	E

Name of course	Number of employees attending	Number of services sending people on this course	Internal (I) or External (E) Training Provider
Reference courses			
Information Retrieval	2	1	E
Advance reference sources for music librarians	3	1	E
Eureka for reference librarians	16	1	E
Bibliographic services	15	1	I
Continuous Professional Development (CPD)			
BSc Information Services Management	2	1	E
SNVQ Librarianship	5	1	I
NVQ Level 2	1	1	E
Introduction to Chartership	1	1	E
Other			
Digital camera	2	1	I
ILT Trouble Shooting	5	1	I
Copyright and Data Protection	22	2	E and I
Teaching adult learners	1	1	E
Evidence based librarianship conference	1	1	E
Spreading the Word (cross domain)	1	1	E
Planning, delivering and evaluating a teaching event	1	1	E
An introduction to collection management	1	1	E
Reader Development	10	1	E

From the figures in Table 15 it is apparent that the majority of training courses in the library domain are attended by one library service only. Training is generally delivered on demand from the different library services and budgetary constraints are a main consideration in the prioritisation of training courses chosen, particularly in the light of People’s Network developments. This may be attributable to the priority given by library services to upgrade IT skills. The best attended training, according to the respondents to this survey, has been ECDL (European Computer Driving Licence) training, with a total of seven services attending courses. Heritage Software training and Data Protection and Copyright training have each been attended by two services, according to our respondents.

4.2.5 Training coverage for librarians

The respondents to our questionnaire rated training courses available for librarians more highly than those for archivists. Six respondents thought the training available as “excellent”, 11 as “mostly good” and only two as “average”.

Three respondents from Greater Manchester highlighted the scarcity in training in financial management as an issue for librarians. Marketing was another area where training was felt to be

lacking (M,L,GM). One response required training on stock management (GM), one on enquiry work (GM) and one on management (M).

Respondents to a public library survey conducted by Sheffield University and reported in *Recruit, Retain and Lead*³⁶ were asked to list three of most important areas of training for their services over the next two years. Job-orientated skills were considered to be the most important, with ICT being the most frequently cited. It was cited by 138 authorities (out of 174). The need for ICT training has recently been addressed to some extent by the provision of the New Opportunities Fund (NOF); 24 employees are shown as attending NOF ICT training (*Table 15*) in the LISU survey. The demand for ICT training needs is apparent in the large number of employees attending ECDL training (245) and in other ICT based training courses such as Health and Safety for ICT (40) and ICT and Reader Development (33). The *Recruit, Retain and Lead* report questions whether or not the emphasis on ICT may be diminishing the provision of training in other areas³⁷ and this is perhaps reflected in the responses to the current LISU survey where finance management and marketing are areas where training is lacking and ICT is overwhelmingly a priority.

Out of the 50 training courses undertaken by the respondents to the LISU survey, 31 (62%) were run by external training providers. This contrasts to the 96% of PLAs in the Usherwood report who used internal training in the previous 12 months, who clearly preferred in-house training to private trainers and consultants.³⁸ The use of external training by the respondents to the North West survey might be the result of having to implement IT training quickly, both through NOF and in other areas, such as ECDL.

Cross-domain activity is limited, with only two training activities, ECDL and digitisation, attended by both archivists and librarians. These training courses are both areas for which funding has been available in connection with government targets; priority has been given to ICT skills for the workforce and for making archive material (both in archives and local studies libraries) more accessible. There should be scope for further cross-domain activity in other areas of ICT as well as in the more recent training needs of marketing skills and financial management, which have emerged from a more budget conscious culture. A more coherent approach to training needs across the domains offering a cost-effective measure, would be beneficial, together with a raised awareness of training available. The report by Manchester Enterprises recommended that access to information about availability of training be improved.³⁹ If employees are able to identify their training needs to their employers, a picture of skills shortages should emerge, and training courses developed according to demand.

4.2.6 Barriers to the take-up of training in the library domain

In a similar way to the archives table (*Table 14*), *Table 16 (overleaf)* shows the possible barriers to the take-up of training courses in the library domain.

³⁶ Usherwood, Bob et al. *Recruit, Retain and Lead: The Public Workforce Study*. Resource, University of Sheffield, 2001, pp.67-69

³⁷ Usherwood, Bob et al. *Recruit, Retain and Lead: The Public Workforce Study*. Resource, University of Sheffield, 2001, p.69

³⁸ *Ibid*, p.64

³⁹ Harrison, John. *Skills Development and Training in the North West Museums, Libraries and Archives Sector*. Manchester Enterprises, 2001, p.55

Table 16 Possible barriers to training – libraries domain

Reason given	Very frequently	Fairly often	Sometimes	Not very often	Never
Course is not relevant	3 (M, Lx2)	1 (GM)	9 (Lx3, Cu, Ch, GM x2, M x2)	3 (Ch, M, GM)	
Too far to travel	2 (GM x2)	4 (L x3, M)	11 (M x4, L x2, Cu, Ch x2, GM x2)	2 (GM, M)	
Too expensive	4 (GM x3, M)	2 (L, M)	7 (M x2, L x3, Cu, Ch)	5 (Ch, L, GM, M x2)	1 (GM)
Difficulty in being away from the workplace	7 (L x2, Ch, M x2, GM x2)	4 (L x2, Ch, GM)	7 (M x3, Cu, GM, x2, L)	1 (M)	
Lack of encouragement from management			4 (L x2, Ch, GM)	9 (L x2, Cu, Ch, M x4, GM)	4 (M x2, GM, L)
Lack of motivation on part of individual		1 (M)	10 (L x3, GM x3, M, Ch x2, Cu)	6 (M x4, GM, L)	

As in the archives domain, library and information workers experience difficulty in getting away from the workplace to attend training courses; this is always a factor when running a ‘frontline’ service. The factors of distance to travel and expense are not quite as prevalent as in the responses from the archives domain with fewer respondents quoting those as barriers to the take-up of training.

From the few comments made on the training courses offered it is obvious that some sectors are better served than others. A comment from a hospital library in Greater Manchester said:

Training is offered for all levels of staff by the health care libraries unit. This is usually free and aims to cover most aspects of library work.

The Consortium of Academic Libraries in Manchester (CALIM) was praised by two higher education libraries:

We are fortunate in being an associate member of CALIM and therefore eligible to attend their training courses which are held locally and at a very reasonable cost. We also run half hour in-house training sessions for our staff on issues of specific relevance to working in a music library.

Training courses in the librarianship field are all more than adequately covered by the Consortium of Academic Libraries in Manchester programme. Added to this, general courses are provided for all University staff by Manchester University itself and computing courses by Manchester Computing.

[...] University Library is part of NOWAL and pretty well served by their programme. I'd say provision and take-up of training within the library is robust.

The comments from the public sector indicated that budget restraints are tight:

We would do far more had we a better training budget and the staff to cover for absence.

Most training time available and budget in [training] taken by ECDL this year.

External funding for training should cover costs of staff cover – release of staff in public service departments is a great difficulty.

One local authority..... would like to see more CILIP training events in the region.

4.3 Recruitment of Professionally Qualified Staff

4.3.1 Recruitment in the archives domain

This section of the questionnaire (Question 7) was intended to determine any difficulties or problems the respondents had experienced within the last 12 months in recruiting to permanent and temporary professional posts.

From the comments made during the follow-up telephone calls, the respondents were keen to contribute to this section as the general opinion in the domain appears to be that it is not attracting a high enough number of suitable candidates for the posts advertised. The Jackson report on the recruitment of archivists, conservators and records managers⁴⁰ stated that five out of the ten organisations in the North West who responded to the survey, had experienced recruitment difficulties. It also stated that there was little difference between recruiting to temporary or to permanent posts.⁴¹ Out of 41 replies, 22 expressed concern about the quality of the applicants and 13 felt that the applications they received were from under-qualified candidates.⁴² From the responses received, Jackson shows evidence that for the recruitment of records managers, 100% experienced difficulties in filling posts. For conservator posts, 76% experienced problems and for archivists the figure was less with just under 50% experiencing difficulties.⁴³

⁴⁰ Jackson, Bruce. Survey of Recruitment of Archivists, Conservators and Records Managers, July-December 1999. Society of Archivists, 2000.

⁴¹ *Ibid*, p.2

⁴² *Ibid*, p.4

⁴³ *Ibid*, p.2

Table 17 Posts advertised in the last 12 months in the archives domain

Type of post advertised	Outcome
Assistant Records Manager (Permanent) Local Authority	Successful (L)
Archivist (Temporary) Local Authority	Successful (M)
Collections and Exhibitions Officer (Permanent) Local Authority	Successful, but few applications, possibly due to salary and location (Cu)
Archivist (Temporary) Local Authority	Failed, 2 people accepted other jobs (GM)
Archivist (Temporary) Local Authority	Successful (GM)
Archivist (Temporary) Local Authority	Successful (GM)
Archivist (Temporary) Local Authority	Successful (GM)
Sound Archive Officer (Permanent)	Successful (L)
Sound Archive Support Officer (Permanent)	Successful (L)
Sound Archive Support Technician (Permanent)	Successful (L)
Assistant Archivist (Temporary) HE	Successful (GM)
Assistant Archivist (Temporary) HE	Successful, but first successful candidate left after short notice therefore re-advertised (GM)

Out of the five permanent and seven temporary posts advertised by the respondents within the last 12 months, only one temporary post failed to recruit. However this success rate is belied by the comments made by the respondents. Project related posts in this domain seemed to be causing particular difficulties:

It can be very difficult to attract sufficient applicants to temporary/fixed term contract posts for archive projects at the moment. We have filled posts, but sometimes with very few applicants to choose from. (M)

It is increasingly difficult, due to the number of project-related posts which now exist. Very often, candidates apply for several jobs at around the same time, and the result is that you might shortlist several people who then either withdraw because they have found a job, or decline until they await the result of another interview. Any candidate who did not do this would obviously be mad, but it is very frustrating when trying to recruit. 12 months ago, we advertised three posts at once, and shortlisted 8 people. By the time of those interviews, 4 of those candidates had withdrawn. (GM)

[...] Record Office tends to be able to recruit for professional posts as jobs are usually permanent and at reasonable salary grades (there is a career progression scheme for archivists here). In the past RM recruitment has been difficult, and this time we were just lucky in that we got one good, qualified applicant (which is all you need if they are good). Conservation recruitment will be a serious problem (both conservators are 45-54) and best addressed by creating trainee posts locally. (L)

4.3.2 Recruitment in the libraries domain

Table 18 Posts advertised in the last 12 months in the libraries domain

Type of post advertised	Outcome
Health Libraries	
Assistant Librarian (Permanent)	Successful, but low response (M)
Further Education Colleges	
Librarian (Permanent)	Successful, but poor response (M)
Librarian (Permanent)	Successful, but poor response (M)
Assistant Librarian (Permanent)	Successful, but very small field (L)
Learning Centre Adviser (Temporary)	Successful (M)
LLRC Assistant (Temporary)	Successful (L)
Public Library Authority	
Young Persons Officer (Temporary)	Successful (Ch)
Specialist Services Manager (Temporary)	Successful (Ch)
Family Reading Development Officer (Temporary)	Successful (Ch)
Librarian (Temporary)	Successful (Ch)
Librarian (Temporary)	Failed, appointee accepted post then declined a few days later (Ch)
Librarian (Temporary)	Failed, no suitable candidates (Ch)
Project Manager (Temporary)	Successful (L)
Assistant Librarian (Temporary)	Failed due to calibre of candidates (GM)
Study Support (Temporary)	Successful (L)
Librarian ICT (Temporary)	Successful (GM)
Reader Development (Temporary)	Successful (L)
Reader Development (Temporary)	Successful (L)
Childcare Information Adviser (Temporary)	Successful (GM)
Children and Schools Librarian (Temporary)	Successful (GM)
Information & Lifelong Learning Librarian (Temporary)	Successful, but left to take up a permanent post (GM)
Children's and Youth Services Co-ordinator (Permanent)	Not stated (GM)
Library Supervisor (Permanent)	Successful (M)
(Job title not stated) (Permanent)	Successful, but not enough suitable candidates and first choice did not take up post (M)
Community Librarian (Permanent)	Successful (GM)
Senior Librarian ICT (Permanent)	Successful (GM)
Higher Education Institutions	
Assistant Librarian (Temporary)	Successful (GM)
Assistant Librarian (Temporary)	Successful (GM)
Information Officer (Temporary)	Successful (M)
Weekend Information Officer (Temporary)	Failed to recruit (M)
Content Co-ordinator (Temporary)	Successful, but advertised twice as candidates dropped out after first advertisement (GM)
Resource Guide Adviser (Temporary)	Successful (GM)
Assistant Librarian Special Collections and Archives (Temporary)	Successful (M)
Principal Information Officer (Permanent)	Successful (M)
Senior Assistant Librarian (Permanent)	Successful (GM)

Type of post advertised	Outcome
Higher Education Institutions (cont)	
Electronic Resource Manager (Permanent)	Successful (M)
Continuing Education Librarian (Permanent)	Successful (M)
User Services Manager (Permanent)	Successful (M)

From the figures above all 14 permanent posts, advertised from all sectors, were filled, although four reported a poor response and three others reported difficulties. One successful appointee to a temporary post left to take up a permanent post while one was re-advertised after the candidates dropped out after the first advertisement. In another successful appointment, the post did not attract enough suitable candidates and the first choice for the post did not take up the post. Out of the 23 temporary posts advertised from all sectors, four failed to recruit. Two failed due to the calibre of the candidates and one because the person appointed turned down the post a few days later. Out of the 20 posts advertised from the public library sector, only five (25%) were permanent posts, perhaps indicative of the current budget restrictions.

From the comments made in response to this section, it would appear that professional posts advertised in this domain are attracting too few applicants:

On the last two occasions when recruiting, the best candidate at interview was offered the post only to turn it down because they'd applied solely to get interview experience! (M)

Poor general response from outside immediate area to advertised professional posts, better response for part-time non-professional posts. (M)

Over the last 12-18 months it has become increasingly difficult to recruit librarians for general public library/enquiry duties; this is despite our salary scale for newly qualified librarians being the same as Chartered Librarians. The number of applicants has decreased to the extent that it is difficult to put together even a shortlist of 5 for interview. At the last set of interviews 2 candidates did not turn up! Comments from recently recruited and summer staff who are currently studying for Library and Information qualifications would suggest that they have not exactly been encouraged to look for jobs in the public library sector. (Ch)

Difficult at all levels to attract the right calibre of staff. (M)

Posts below SO1 are always difficult to fill and rarely attract the required calibre of candidates. (GM)

Very difficult to find people who haven't the usual stereotypical view of libraries. The college library is a busy, high pressure environment with low paid staff expected to supervise large numbers of students with minimal back up at times. This has caused staff to leave. The college is trying to address this problem – meanwhile we all attend customer care training, 'dealing with difficult customers' courses and other relevant training. (L)

Newly qualified (professional) staff often take library assistant posts, then move on elsewhere once they have obtained some work experience. (GM)

In general temporary posts do not attract as many good applicants as permanent. One post was recently re-advertised as only 2 applicants had the necessary qualifications/experience (permanent post of Children's and Schools' Librarian). (GM)

Generally there are fewer applicants overall and there is a narrowing of the technical expertise needed for many posts. Allied to this, private sector posts of a similar nature offer higher pay and therefore attract many of the potential candidates for [HE institution] posts. (GM)

We suffer from our location in terms of being geographically isolated from similar unitary/metropolitan authorities, and by being surrounded by a county authority with a different culture. Locally we have 'lost' a number of good staff to the local college library, attracted by more family friendly hours and conditions. (L)

The pay scales are lowish, though this is about to be addressed by a staff re-structure. [...] is also a bit 'out on a limb' and we tend to get most applications from within travelling distance and not many nation-wide. (M)

We lose good staff (particularly those with ICT qualifications) to jobs elsewhere. (L)

Staff require security – it is inevitable that they will leave when a permanent opportunity arises, even if they enjoy the work and would prefer to stay. (L)

Recruitment at a professional level is mainly problematical when (as is increasingly the case) the post is fixed-term or less than full-time and outside 'normal' hours. (M)

There seems to have been a decline in the numbers applying for fixed-term "Graduate Library Assistant" posts. (M)

Retention is a problem (although sometimes a benefit) for temporary/part-time/out-of-hours non-professional posts. (M)

According to the Usherwood report, the three most significant deterrents for people looking for library and information posts in the public sector are low pay, lack of career prospects and the negative image of the profession.⁴⁴ These three factors are reflected in the comments above; low pay is a common complaint for PLAs, especially when compared to the private sector. As mentioned in one of the comments above, applicants may still have an incorrect perception of a library, which is usually a busy, demanding environment. Lack of career prospects is partially explained by remarks in the Usherwood report; there can be little movement of staff and often posts are often lost through restructuring. This is partly due to staff staying in post and partly due to budget constraints on the funding of new posts.⁴⁵

5. Conclusions

This report was intended to 'fill the gaps' in the Labour Market Information already held in the archives and library domains. However, due to the poor response to the survey carried out by LISU, this objective has not been completely fulfilled. The response rate of 20% has been

⁴⁴ Usherwood, Bob et al. Recruit, Retain and Lead: The Public Workforce Study. Resource, University of Sheffield, 2001, p.26

⁴⁵ *Ibid*, pp59-60

disappointing, but despite this, the feedback from respondents has resulted in some interesting and informative comments which have reinforced findings reported elsewhere.

During the administration of the questionnaire, it became apparent that not all the addressees, particularly some in FE colleges, have working email facilities, which hindered some responses. Other factors, such as refurbishment of archive offices and a commitment to the Charter Mark process, prevented others from having sufficient time to contribute to the survey. It also became apparent that the addressees who did respond did not have access to all the data required. Data such as employees' salaries, age, ethnicity etc. is sometimes held separately by a Personnel Office, particularly in the case of larger institutions and organisations. This resulted in some incomplete returns and in some cases where the demographic data was supplied, a lengthy delay in replies being sent to LISU.

It should be noted that the figures in this report are insufficient to allow analysis in any depth, but they have been reported in table and graph form to show the data collected. Any interpretation of data should therefore be applied with caution.

5.1 Training

The majority (56%) of training courses in both archives and libraries has been delivered by external providers, perhaps suggesting that some of the training needs in these domains is specialised and therefore can only be found commercially. On the other hand this approach tends to be more costly and has implications for the extent to which training can be achieved within tight budgets.

In the archives domain there is a perceived need for courses in grant writing, preservation and electronic records management training for archivists. For conservators the perceived areas of need are in IT, preservation surveys and disaster planning and for records managers data protection and freedom of information, disaster management and basic conservation, perhaps because this latter skill has not been acquired by records managers during higher education. Generally archivists are better placed than records managers: other research found that only 8% of services provided access to training in electronic records management.⁴⁶

The libraries domain has more courses on offer and is generally regarded as being good. The areas of training need are perceived as finance management and marketing.

A barrier to training which occurs in both domains is the difficulty in being away from the workplace, particularly when running a frontline service. This becomes more difficult when the service point is staffed by only a few people. Cost, relevance and distance are also factors in attendance at training events, but these occur more frequently in the archives domain than the libraries domain. The cost of training is always a factor and this has been under increased pressure recently due to the drive to bring staff IT skills up to ECDL standard. While some funding from the NOF has been available, there is also the time factor; staff have spent their training hours on acquiring IT skills at the expense of other training.

From the survey it is evident that there is little cross-domain training activity and this is something which could be addressed, particularly in areas which are common to both domains:

⁴⁶ Frost, Justin (Archival Mapping Project Board). *Our Shared Past: Developing 21st Century Archive Services*, 2001.

ICT, disaster planning, data protection, copyright, freedom of information, management, financial planning and marketing. A comment from one respondent gives some indication for the lack of cross-domain activity: it was perceived that there is a lack of understanding between the two domains as to what the other domain actually does. This culture divide inhibits cross-domain activity.

There also needs to be more promotion of training available, and a raised awareness on the part of employees of their training needs. Identification of skills shortages enables employers to plan their training requirements.

5.2 Recruitment

Although the results of the LISU survey show that all the permanent posts from both domains were filled, the comments show that this success was sometimes problematic. Respondents reported a low response rate for some appointments and difficulty in attracting the required calibre of applicants. Temporary posts proved more difficult to fill successfully. In the archives domain there are more project related posts being advertised now and these do not attract a high number of applicants. In general job-seekers are looking for a permanent position, and even if they accept a temporary appointment, will often leave to take up a permanent post elsewhere; something which is not unique to these domains. There are more posts being advertised on temporary contracts as a result of limited budget constraints; this trend is particularly noticeable in the library domain.

One respondent from the archives domain expressed a concern for future recruitment. When experienced conservation staff in the archives domain retire, there may be a lack of trained conservators to take their place. It was suggested by the same respondent that trainee posts be created locally to address this problem. A comment from a respondent in the libraries domain gave a possible reason for the difficulty in recruiting, both now and in the future: the perception is that (some) libraries are demanding places to work with poor pay and long hours. Low pay scales means that candidates are attracted to the higher salaries offered by private companies, and existing staff leave, especially those with good IT skills.

6. Recommendations

- Consider future surveys requiring demographic data about employees be sent directly to Personnel Officers.
- Improve identification of employees' training needs.
- Address the lack of cross-domain training programmes. There is scope for some areas of training to be delivered cross-domain, for example, IT skills, management, data protection and freedom of information, disaster planning, financial management and marketing.
- There is an urgent need for training in electronic records management in the archives domain, particularly in light of the NWRAC strategy.
- Archives in rural areas can find it difficult to send staff on training courses, so these should be made more accessible. The possibility of cascade training or e-learning should be explored to combat the access problem.

- Where staff from smaller archives and libraries cannot easily leave the workplace, cover for their absence due to training should be considered. Distance learning may offer another option.
- Specialist training in conservation and records management needs to be provided to ensure future posts can be satisfactorily filled.
- The image of libraries should be addressed. This is not a factor unique to the North West and is a long-term problem in this domain. Salary scales for librarians and career progression fall within this image problem.
- Where work in libraries is seen to be demanding but unrewarding, courses should continue to be provided in customer care and in dealing with difficult customers, in order to give staff confidence in the workplace.



Appendix 1 Web questionnaire <http://www.lboro.ac.uk/departments/dis/lisu/nwquest.html>

North West Labour Market Information Survey

Section 1

1.1 Name of organisation/institution:

(If you are including more than one site or library, please give details)

1.2 Sub-region of the North West in which your organisation is based

1.3 Name of governing body for library/ archive (e.g. name of local authority, business, university, etc):

1.4 Your position in organisation:

1.5 Please give your e-mail address:

Section 2: Employment Statistics

2.1 Please state the total number of employees with FTEs (Full Time Equivalents) where relevant in your organisation

	No of people	Full Time Equivalents
Full-time	<input type="text"/>	<input type="text"/>
Part-time	<input type="text"/>	<input type="text"/>
TOTAL	<input type="text"/>	<input type="text"/>
Volunteers	<input type="text"/>	<input type="text"/>

2.2 Please state the number of employees in each group

	Paid	Voluntary
16 and under	<input type="text"/>	<input type="text"/>
16-24	<input type="text"/>	<input type="text"/>
25-34	<input type="text"/>	<input type="text"/>
35-44	<input type="text"/>	<input type="text"/>
45-54	<input type="text"/>	<input type="text"/>
55-64	<input type="text"/>	<input type="text"/>
65-74	<input type="text"/>	<input type="text"/>
75-85	<input type="text"/>	<input type="text"/>
86 and over	<input type="text"/>	<input type="text"/>

2.3 Please state the total number of male and female employees

Male

Female

2.4 Please give the ethnic origin of your employees (if known)

	Number		Number
White	<input type="text"/>	Black African	<input type="text"/>
Black Caribbean	<input type="text"/>	Indian	<input type="text"/>
Pakistani	<input type="text"/>	Bangladeshi	<input type="text"/>
Chinese	<input type="text"/>	Other	<input type="text"/>

2.5 Please state the number of employees you have who have informed you that they have a disability:

2.6 Do you have any comments on this section:

--	--

Section 3: Qualifications

3.1 How many employees hold, or might be studying for, the following qualifications? (please state number)

	Held	Studying
3.1.1 Academic		
PhD in Information and Library Studies	<input type="text"/>	<input type="text"/>
MA/MSc in Information and Library Studies	<input type="text"/>	<input type="text"/>
BA/BSc in Information and Library Studies	<input type="text"/>	<input type="text"/>
Diploma in Information and Library Studies	<input type="text"/>	<input type="text"/>
MA/MSc in Archives and Records Management	<input type="text"/>	<input type="text"/>
MSc in Records Management	<input type="text"/>	<input type="text"/>
Bodleian Library Archives Course	<input type="text"/>	<input type="text"/>
Postgraduate Diploma in Archives and Records Management	<input type="text"/>	<input type="text"/>
3.1.2 Professional		
CILIP (LA/IIS) Professional Status	<input type="text"/>	<input type="text"/>
Society of Archivists Certificate of Archive Conservation	<input type="text"/>	<input type="text"/>
Society of Archivists Diploma of Archive Conservation	<input type="text"/>	<input type="text"/>
Registered Membership of the Society of Archivists	<input type="text"/>	<input type="text"/>
3.1.3 Vocational (relevant to domain)		
S/NVQs Levels 1-2	<input type="text"/>	<input type="text"/>
S/NVQs Level 3	<input type="text"/>	<input type="text"/>
S/NVQs Level 4	<input type="text"/>	<input type="text"/>
S/NVQs Level 5	<input type="text"/>	<input type="text"/>
BTEC	<input type="text"/>	<input type="text"/>
ECDL	<input type="text"/>	<input type="text"/>
City and Guilds LIA Certificate	<input type="text"/>	<input type="text"/>
3.1.4 Clerical qualifications (RSA, Clait, etc - please state)		
<input type="text"/>	<input type="text"/>	<input type="text"/>
3.1.5 Other (please state)		
<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>

3.2 Do you have any comments on this section:

--	--

Section 4: Salary Levels

4.1 Please state how many employees expressed as FTEs fall into the following salary bands at the time of completion of the questionnaire

	Number
Under £10,000	<input type="text"/>
£10,000-£14,999	<input type="text"/>
£15,000-£19,999	<input type="text"/>
£20,000-£24,999	<input type="text"/>
£25,000-£29,999	<input type="text"/>
£30,000-£34,999	<input type="text"/>
£35,000-£39,999	<input type="text"/>
£40,000-£44,999	<input type="text"/>
£45,000-£49,999	<input type="text"/>
£50,000-£54,999	<input type="text"/>
£55,000-£59,999	<input type="text"/>
Over £60,000	<input type="text"/>

Section 5: Posts Held

5.1 Please complete to indicate an employee's predominant role in the organisation, for example, a managerial role should have precedence over the employee's role as archivist/librarian

How many employees expressed as FTEs do you have in the following posts?

	Please state number		
Managerial	<input type="text"/>	Librarians	<input type="text"/>
Archivists	<input type="text"/>	Conservators	<input type="text"/>
Records Managers	<input type="text"/>	IT Professionals	<input type="text"/>
Library Assistants	<input type="text"/>	Archives Assistants	<input type="text"/>
Administration Officers	<input type="text"/>	Clerical Officers/Assistants	<input type="text"/>
Educational/Access Specialists	<input type="text"/>	Reprographics Specialists	<input type="text"/>
Other (please indicate title and number)	<input type="text"/>		
	<input type="text"/>	TOTAL	<input type="text"/>

(should agree with figure in section 2.1)

Section 6: Training

6.1 Please give details of any skills related training courses offered to all employees within the last 12 months in the areas of ICT/Records Management/ Archives/Library and Information. Managerial training should be excluded (please fill in or mark the appropriate box in each case):

Name of Course	No. of employees attending	Internal	External
<input type="text"/>	<input type="text"/>		
<input type="text"/>	<input type="text"/>		
<input type="text"/>	<input type="text"/>		
<input type="text"/>	<input type="text"/>		
<input type="text"/>	<input type="text"/>		
<input type="text"/>	<input type="text"/>		
<input type="text"/>	<input type="text"/>		

6.2 Were any of the training activities provided cross-domain?

Yes No

If "Yes", please give details

6.3 In general, what is your perception of the training courses available in terms of coverage of skills? Please indicate your opinion by marking the appropriate option

	Excellent coverage in all areas of training	Mostly good, some areas could be improved	Average coverage	Areas of training could be much improved	Very little training available
Librarians	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Archivists	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Conservators	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Records Managers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6.4 Following on from question 6.3 - are there any areas of training (e.g. marketing, IT, finance management, etc.) you would like to see improved? (Please indicate for which category of professional)

Librarians	<input type="text"/>
Archivists	<input type="text"/>
Conservators	<input type="text"/>
Records Managers	<input type="text"/>

6.5 The reasons listed below may be barriers to the take-up of training. Please mark the appropriate option to indicate how frequently you think these prevent take-up of training.

	Very frequently	Fairly often	Sometimes	Not very often	Never
Course is not relevant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Too far to travel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Too expensive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Difficulty in being away from the workplace (no cover for absence)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of encouragement from management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of motivation on part of individual	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6.6 Do you have any comments on the provision or take-up of training?

<input type="text"/>

Section 7: Recruitment of Professionally Qualified Staff

This section aims to determine the difficulties/problems you may have experienced in recruiting to permanent and temporary **professional** posts in the last 12 months.

7.1 How many professional posts have you advertised in the last 12 months?

7.2 Please complete the following table to indicate success/ problems/failure to recruit. If there were any problems please state the reason in the box provided.

In the first column please indicate the type of post as follows:

- Type A: Permanent posts with responsibilities for service management and/or budget management and/or personnel management
- Type B: Temporary posts with responsibilities for service management and/or budget management and/or personnel management
- Type C: Permanent posts with little or no responsibilities for the above
- Type D: Temporary posts with little or no responsibilities for the above

Type of post (A/B/C/D)	Job Title (e.g. Librarian)	Successful recruitment	Post filled but not straightforward (e.g. not recruited to expected standard)	Failed to recruit	Please state reason for problem/failure
<input type="text"/>	<input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>

7.3 Have there been any temporary posts where staff were not retained to the end of their contracts?

Yes No

If "Yes", please give details below:

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7.4 Do you have any general comments about recruitment in your sector?

--	--

To send the form*:

To reset the form:

*Please note that the completed questionnaire will not be sent successfully unless you have given a valid e-mail address

If you have any queries regarding this questionnaire, please e-mail lisu@lboro.ac.uk or telephone Yvonne Hamblin on 01509 223071.

Thank you very much indeed for taking the time to fill in this questionnaire.

To [main LISU page](#)

Appendix 2 List of respondents

Cheshire

Cheshire and Chester Archives and Local Studies
Halton Library Service
Postgraduate Medical Centre Library
Sir John Deane's College (Sixth form)
St Helens Library Service

Cumbria

Barrow Sixth Form College
The Dock Museum

Greater Manchester

Bolton Libraries
Bury Metro Libraries
Greater Manchester County Record Office
John Rylands University Library of Manchester
Joint Education Library, North Manchester General Hospital
Manchester Library & Information Service
Royal Northern College of Music
Wigan Libraries

Lancashire

Blackburn with Darwen Library and Information Service
Blackpool Libraries
Cardinal Newman College
Lancashire County Library
Lancashire Record Office
Nelson & Colne College
North West Sound Archive

Merseyside

Knowsley Community College, Roby + Kirkby Campuses
Liverpool John Moores University
Liverpool Medical Institution
Liverpool Record Office, part of Liverpool Libraries
Liverpool University Library
Sefton Libraries
St Helens College

Appendix 3 Email sent to service managers

F.A.O. the Head Librarian/Archivist/Director of Learning, Resources etc.

LISU has been commissioned by the NW Regional Archive Council, the NW Museums Service and Libraries NW to undertake research on the labour market in the domains of Libraries and Archives. The study aims to identify shortages in skills and effective training in these domains, as well as looking at recruitment difficulties for professional posts. The data collected will be crucial to future planning in developing the workforce in NW Libraries and Archives.

Your help in completing a questionnaire would be appreciated. The questionnaire aims to collect demographic data as well as information on qualifications, skills, training and recruitment of your employees. The questionnaire may take an hour or so to complete but the information collected will inform regional development. Some information may have to be obtained from your Personnel Officer or Training Officer (in the case of larger organisations). We would however appreciate input from someone in a strategic role for the completion of Sections 6 (Training) and 7 (Recruitment).

If this email has been incorrectly addressed, please forward it to the relevant person in your organisation. Where there are multiple sites (e.g. colleges), more than one email may have been sent to cover all the libraries. In this case questionnaires can be completed together or separately, as long as this is noted in Section 1.

For local authorities, separate emails have been sent, in the majority of cases, to both the Director of Libraries and the Director of Archives, unless you have responsibility for both.

If you are a small library or archive your contribution is as relevant as those from larger institutions.

The questionnaire can be found at the following web address
<http://www.lboro.ac.uk/departments/dis/lisu/nwquest.html>

It should be completed and returned on-line if at all possible. Any queries or questions please feel free to contact me, details below.

Please complete and return the questionnaire by **MONDAY 23rd SEPTEMBER**

Thank you for your co-operation

Yvonne Hamblin

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