



eLucidate

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Editor's Note

Welcome to UKeIG's first issue of eLucidate for 2017.

This issue features an enlightening and informative selection of articles. Last year Marlize Palmer was presented with the UKeIG Information Manager of the Year Award. She is the Welsh Government's Head of Information and Archive Services and Departmental Records Officer and offers a fascinating insight into the challenges of information management in a government setting. "The information management profession in government is changing fast. The emergence of big data, social media, cloud and mobile-based services presents massive challenges and opportunities for information professionals and librarians working in government and at the Welsh Government in particular."

Michael Upshall highlights some innovations and issues around search technologies, touching on serendipity, taxonomy, user engagement and relevance. Martin White gets to grips with the complexity of collaborative working in the digital environment. "Virtual meetings are fast becoming the default meeting format." What challenges do virtual teams face, particularly in an international, corporate setting? There's a feature on UKeIG's Members' Day, held at CILIP's London headquarters on the 16th March 2017. It showcased the theme of information modelling using data and metrics: the analysis, exploitation, utilisation, management and visualisation of data in a number of settings, including the construction industry and public libraries. We also feature an update on the UKeIG CPD programme, highlight some new digital resources and provide a sneak peek into the planning for this year's ILI - Library Innovation Conference.

Please note that eLucidate is now published three times a year: Spring, Summer and Winter. We endeavour to feature contributions from experts in the field, keeping members up to date with developments and innovations in the digital information industry, considering the impact on information professionals and consumers of e-information. Core topics for consideration include: digital literacy, effective information retrieval and search technologies, intranets, social media, open access, e-publishing and e-industry research and development. UKeIG encourages the submission of articles and reports about any of the topics covered by the journal, and contributions and suggestions for content can be emailed to me at gary.horrocks@gmail.com.

Enjoy, and please give us your feedback and join us in discussions on Twitter, LinkedIn and Facebook.

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UKeiG Information Manager of the Year 2016: In Her Own Words

As told to Dion Lindsay
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Marlize Palmer was presented with the 2016 UKeiG Information Manager of the Year Award at CILIP's AGM held at the Leeds City Museum on Thursday 29th September. She is the Welsh Government's Head of Information and Archive Services and Departmental Records Officer.

Nicky Whitsed, recently retired UKeiG Chair, represented the Group at the AGM and Dion Lindsay interviewed Marlize for eLucidate a few weeks later.

Here is an extract from her glowing nomination:

"In the wake of the Cabinet Office review conducted by Sir Alex Allen into Government digital archive keeping last year Marlize persuaded the Welsh Government to trial the use of Nuix, a leading eDiscovery tool, and in four weeks in Spring 2016 her team proved the acquisition's worth by indexing over twenty-two million items and providing nearly seventy thousand items for solicitors to review for national enquiries. Later, in a pilot to test transferring born-digital records to The National Archives (TNA), Marlize's Historical Review and Appraisal Team worked with TNA to design its new digital transfer model which is now seen as a government-wide workable solution."

Introduction

The information management profession in government is changing fast. The emergence of big data, social media, cloud and mobile-based services presents massive challenges and opportunities for information professionals and librarians working in government and at the Welsh Government in particular.

Information work is often complex and varied; the distinction between primary and secondary information sources hardly exists in a digital environment.

We (Welsh Government IM professionals) are also acutely aware that our users have different information needs, different confidence levels and different practical requirements at different stages of the development of a policy or bill. It requires a bespoke and personalised service package at a time when budgets are being reduced year on year. Our information professionals are increasingly using analytical tools (eDiscovery) to improve the "find-ability" and usability of valuable information.

First and foremost, as a special library, providing information to colleagues in the Welsh Government must support the Welsh Government's Civil Service core values: integrity,

honesty, objectivity and impartiality, by giving access to up-to-date and relevant information resources to support the machinery of government and in evidence-based policy making.

Expertise is one of the most important knowledge assets and largely resides in the heads of our employees. A large number of civil servants will be retiring in the next five years or so. Capturing this knowledge is both necessary and challenging, especially because the majority of existing approaches have not been designed to integrate with the organisation's working practices and culture.

It is therefore often difficult to stay focussed and not to "spread one to thin". Nevertheless, we aim to provide a modern, efficient and welcoming information service for all Welsh Government staff, and for all others with valid reasons to make use of the Welsh Government's library and archival collections and facilities, so enabling the Welsh Government to fulfil its statutory and strategic aims.

Dion: What does it take to keep an organisation ahead of the curve in information management?

We continually look for ways we could improve our products and services and make Welsh Government information available so that it can be re-purposed and shared with others for the benefit of the Welsh Government and the wider Welsh public sector. Innovation, continuous improvement and agility help us to deliver at the leading edge of library and information services.

It is vitally important that we understand the Welsh Government's business. We don't just need to know the sector, but also the threats and opportunities our organisation is facing. Understanding the perspectives of our users is also of vital importance: for example, asking our users what they did with the information that was provided for them and how useful it was, and we will continue to do so. These questions help us focus our services and the level at which we pitch our work and to align our services to meet the needs of our customers. There is no point in providing, for example, research briefs which users find too dense to read.

Brexit will require the Welsh Government to make policy both fast and well - and in some cases in new areas; and the [Well-being of Future Generations Act](#) places new auditable obligations on us to show that we are doing the job properly. It is clear that it will take some considerable time before the political process and the EU negotiations necessary to set Brexit in motion will be completed (or even provide any degree of clarity). Planning and finding Brexit-related solutions has and will continue to challenge information professions and the resources we have access to. Given the high degree of uncertainty, chances are there'll be more than one plan and short turn-around times to provide good and accurate information to support decision-making and the different issues and opportunities arising from the EU referendum decision. This might include information on a wide range of topics such as exchange rates, export and supply chain management, legislative issues, for example.

Knowing what our users know enables us to ensure our solutions match their information needs. Keeping up to date with trends also helps us predict what requests might be coming in the future and be prepared to drop services if they aren't of value to Welsh Government's ambitions.

A Library and Information Service such as ours has to build strategic relationships within the organisation, its service users and externally, to develop and implement effective strategies for our users in their policy, law making, CPD and research activities.

It is important to drive change by regularly reviewing practices and developments to ensure ongoing improvements.

Dion: Your team has participated in many research projects over the years. Have you any lessons you can share with eLucidate readers?

It's true: over the last ten years we've participated in a number of research projects in an effort to stay ahead of the information management curve. Some of these projects were successful and others were real "clangers". All of them helped us to learn some valuable skills and lessons. Some of the successful projects did not progress because of budget, technology, compliance or timing issues. Below are examples of some of the projects we participated in:

- Loughborough University (Dr Gillian Ragsdell and Prof Tom Jackson) - "Exploiting Email: Extracting Knowledge to Support Knowledge Sharing" and some elements of their "Email and stress" projects.
- In 2010/11 the Welsh Government's Information Management team engaged in a Digital Continuity Project with a research team from the University of Wales Newport (now Cardiff Metropolitan University) to conduct a Proof of Concept project. Guidance Software Inc. provided the eDiscovery software used by the research team. The aim of the project was to find out what "unstructured information" and records the Welsh Assembly held, where they were and to identify steps which could be put into place to ensure the digital continuity of unstructured information needed to do business and to dispose of information no longer needed. (1)
- Aberystwyth University - In 2012 we experimented using Archivematica (Open Source software) to capture and preserve the Welsh Government's presence on the Internet, including social media platforms.
- We participated in The National Archives' (TNA) Digital Records Infrastructure (DRI) Transfer Pilot between August 2014 and January 2015. The aim of the pilot was to develop the process by which digital records will be transferred to TNA in the future. The Welsh Language Board hybrid collection was selected, appraised, sensitivity reviewed and transferred as part of the pilot.

¹ Palmer, Marlize and Vildalis, Stilianos (2011). Digital continuity at the Welsh Assembly Government: de-duplicating and classifying an unstructured email vault and shared drives. Presented at The Future of Electronic Information and Records management in the Public Sector Conference, 6 - 7 July 2011, Fielder Centre, University of Hertfordshire, Hatfield

- We transferred a bilingual Welsh/English collection of Welsh Language Board (WLB) information and records as part of the pilot project to TNA. The series contains digital records, held on both our Electronic Document and Records Management System (EDRMS), iShare, and shared drives, but also includes legacy paper files brought over to Welsh Government following the WLB merger in 2012. The paper files remain in hardcopy format, but have been registered onto iShare (with a digital identifier and metadata) in order to record and manage them.
- Before any records can be transferred to TNA, they must be appraised and selected based on their historical value and reviewed for sensitivity. Digital appraisal presents additional challenges due to the varying nature of these records, as well as massively increased volumes of information.
- Following the successful transfer in January and February 2015 of one thousand, seven hundred and forty nine megabytes of data, made up of fourteen digital files containing two hundred and thirty five digital documents (one hundred and eleven from the WLB shared drive, eighty nine from iShare, mixed media, and thirty five virtual iShare records), the Historical Review Team produced a report to consolidate the Welsh Government's findings from each stage of the pilot and provide a final overview of its successes and failures. We received CILIP's Government Information Group (Gig) Annual Award 2015 for this work.
- Website and social media archiving: working with an outsourced provider. This project was a result of our failed attempt at trying to use the Open Source software mentioned earlier. Archiving websites and social media gives organisations such as the Welsh Government the chance to provide access to legacy information that they may not necessarily want to keep on their "live" website. Web archives should be harvested in their original form and be capable of being delivered as they were on the live web, providing a record of web content as it was available at a specific date and time. When a website is archived, the context of the information it provides is maintained, meaning that users can view the information in the context in which it was originally presented. We are particularly interested in ensuring that we will be able to "playback" captured sites in their native format without crashing our [website](#). Work is ongoing.

We have also undertaken our own internal projects such as:

- A trial project to add information about two thousand nine hundred and ninety Ministerial Decisions was successfully completed. These records are now searchable in the Publications Catalogue. A project to add the remaining Ministerial Decisions (2007 - 2014) is nearing completion.
- Various scanning and digitisation projects were undertaken to make our collections more accessible. Some were more successful than others. Our latest project was the digitization of approximately nineteen thousand land reclamation images for upload onto our Library Management System. These images are a visual representation of a land reclamation programme in Wales, which resulted in major transformational change to the Welsh landscape, and to the well being of communities blighted by abandoned industrial sites. The project ensured that comprehensive records were preserved for re-use and research purposes. We are planning to invite Welsh Government staff to "crowd tag" these images to enrich

our rather limited cataloguing data. The digitisation of this data and how it has impacted knowledge discovery, storage, and retrieval is being evaluated.

Dion: Experimenting with new technologies

I already mentioned our experiments using Open Source software. The failure to successfully embed Open Source software in our IT environment has led to the use of analytical tools (eDiscovery) to help us deal with the large volumes of both unstructured and structured information we manage and provide on a daily basis.

There are numerous current and emerging issues surrounding the “discovery” of information and knowledge which are evolving quickly and relentlessly, irrespective of the location or type of library model being used, for using analytical or eDiscovery tools to identify and extract e-records that are of interest to cross-cutting inquiries, Public Accounts Committees (PACs) overseeing government expenditure, internal investigations and to comply with the Public Records Act’s 20-Year rule.

In our case our eDiscovery tool helped us to manage information overload by the provision of processing facilities to enable the de-duplication and filtering of data; visualisation of the connections between data custodians; the processing, display and review of family groups of Electronically Stored Information or ESI files; and concept clustering to name but a few.

Having a tool, although not perfect, helps an information professional to search large volumes of digital evidence from a number of devices or systems, and adds the ability to sift, interpret and act upon in a rapid manner, thus improving information provision to the timescales our users demand. The tool also helped to identify relevant personal information, by the use of keywords, quickly despite there being large volumes of information. This is necessary to protect personal information and help with compliance with information management legislation such as the Data Protection Act.

The tool also helped us to answer inquirers’ requests efficiently, for example: “do you have any material dating back to xxxx?” It also enables us to produce high-level reports that can be generated regularly to monitor the overall digital collection.

Other activities that helped our librarians to keep up to date with developments in information management are networking via CILIP, Information and Records Management Society (IRMS), Committee for Departmental Librarians (CLD), NetIKX, [NGLIS](#) and the Association for Departmental Records Officers (DRO), to name but a few.

Dion: Technically, civil servants working for the four nations are UK Civil Servants. Nevertheless, there are presumably differences from an Information Professional perspective between working for Welsh Government and Whitehall/Scottish Government/NI

Wales is different. We are proud of ourselves in Wales as a small, smart and agile country. There are some of the same key legal and constitutional challenges facing us in Wales as in the UK and Europe. As Wales develops as a country with an emerging Parliament, with growing powers, as Scotland becomes increasingly autonomous and Northern Ireland pursues its own unique pathway, as London seeks greater powers and if there is a continued push for city regions, the opinion in Wales is that the UK constitutional structure is becoming increasingly incoherent. Our First Minister of Wales has repeatedly called for a Constitutional Convention to address some of these issues. As information professionals this is an interesting context to work in and deliver information services to support the Welsh Government to deliver its Programme for Government known as [“Taking Wales Forward.”](#)

Nevertheless, the Welsh Government’s information professionals are members of the UK government’s KIM profession. There is a lot of interaction and cooperation. For example, as Head of KIM in the Welsh Government I attend all KIM Leaders' Network Meetings. Welsh Government information professionals are also members of the various Task and Finish Groups and members of CILIP’s Government Information Group, and the Network of Government Library and Information Specialists. We also attend the GKIM profession’s yearly conference.

Dion: A lot of your work outside research projects involves supporting Bill teams and lawyers

The Welsh Government’s librarians undertake a significant amount of work to support our legislative programme such as the identification of consequential amendments and legislative mapping for proposed Welsh Bills and the implementation of Welsh Acts. This legal information retrieval work, for example, involved finding and identifying legislation relevant to:

- Pupil referral units
- The revision of Water Strategy for Wales
- Specific clauses and provisions in Bill debates

Legal discovery work undertaken by Welsh Government librarians aims to help policy colleagues get up to speed with the breadth and complexity of the legislative landscape, arming them with an understanding of the extent of the proposed changes, and providing information to help with early consultation with our Legal Services.

We are increasingly asked to assist with specialist consequential work. For example, we worked with the Bill teams to identify the impacts of the Social Services & Well-Being (Wales) Act 2014, and to identify consequentials in primary and secondary legislation. This work has contributed to the creation of the following Orders:

- The Social Services and Well-being (Wales) Act 2014 (Consequential Amendments) (Secondary Legislation) (Amendment) Regulations 2016 No. 351 (W. 109)
- The Social Services and Well-being (Wales) Act 2014 (Consequential Amendments) and Care Planning, Placement and Case Review (Miscellaneous Amendments) (Wales) Regulations 2016 No. 216 (W. 85)
- The Social Services and Well-being (Wales) Act 2014 (Consequential Amendments) (Secondary Legislation) Regulations 2016 No. 211 (W. 84) - This order amounts to >60 pages of consequential amendments.

We also arrange training sessions for our lawyers and Bill teams to familiarise themselves with electronic resources and to carry out more efficient searches.

To be able to continue to provide a range of searches to help policy officials and lawyers understand the extent, and to identify, consequential amendments that will be required through the introduction of new Welsh Acts, regular refreshment training is provided. For example, Emily Allbon from the City Law School has been identified via CILIP training to help us improve our legal skills.

Dion: How does working with The National Archives pan out in this context? What can be achieved for users and the UK?

The National Archives (TNA) at Kew acts as the official archive and publisher for the UK government and for England and Wales. TNA is responsible for the records of central government and the courts as set out in the Public Records Act 1958 (amended 1967). Public records generated in Wales (both Public Records and Welsh Public Records) are currently the responsibility of TNA. The Government of Wales Act 2006 s146-148 defines Welsh Public Records and makes provision for the Welsh Ministers to assume responsibility for these records. TNA performs the Public Records Office (PRO) function for Wales based on the requirements of the Public Records Act 1958. Records of bodies wholly or mainly concerned with Wales, which are subject to the public records legislation, are transferred to TNA when they reach twenty years old. Some Welsh public records, for example, hospital records, are retained in Wales, mainly in local authority services, which are inspected and approved as “places of deposit” by TNA, working in collaboration with the Museums, Archives and Libraries Division (MALD) of the Welsh Government.

The Welsh Government’s information professionals work closely with The National Archives on information management matters. The paper and digital records of Welsh Government and affiliated bodies (2) (such as Natural Resources Wales) with long-term preservation value are currently transferred to TNA. TNA and WG’s relationship is formalise by a [Concordat](#) which sets out a framework within which officials will continue to develop relationships between the two parties. TNA’s service is provided free of charge. On an annual basis, Welsh Government staff appraise over one thousand paper files for archival preservation to comply with the “20-Year Rule” using the Welsh Government Operational Selection Policies (OSPs) - available on TNA’s website - to inform selection

² <http://wales.gov.uk/docs/caecd/publications/140312sponsoredbodiesen.doc?lang=en>

decisions. Since 2014 the Welsh Government also transfers a mixture of different digital media to TNA for long-term preservation. Only a small percentage (between 1% and 2%) of Welsh Government records go on to be selected by the National Archives for transfer and permanent preservation.

Dion: Knowledge Management is at last beginning to emerge as a very visible field in Government - what kind of impact is that having on your service?

Knowledge management is very much on our agenda. Readers might be aware that government is concerned with losing around 50% of its knowledge and corporate memory by 2018 because a significant number of civil servants will be retiring and/or taking voluntary exit. The Cabinet Office has tasked Civil Service Learning to look into ways of capturing the knowledge in people's heads before they leave the Civil Service and has expressed a specific interest in the Welsh Government's HeadStart project and toolkit. Our HeadStart project was put in place to capture the knowledge of the one thousand staff (approximately 15% of the workforce) who left the Welsh Government over a fourteen month period around 2010/12. At the time we estimated that the first five hundred to leave had eight thousand three hundred years of experience between them. Support for the programme stopped in 2013. We are currently working to refresh, update and re-instate the capture of the institutional memory of our aging workforce who are close to retirement. Data analytical tools might help in "marrying up" tacit and explicit information.

Dion: What conferences and actual/potential CPD activities have caught your eye? CILIP, CILIP Cymru and IMRS conferences are always interesting and worth attending. Welsh Government IM staff members are encouraged to present at these conferences as part of their CPD.

We also attend the annual CILIP Government Information Group GKIM conferences. ICKM 2017, the 19th International Conference on Knowledge Management was held in London on January 19th - 20th, 2017 and the IRMS 2017 conference will be held in Glasgow. The central theme for the IRMS Conference will focus on driving business transformation and how to become a bona-fide "Agent of Change" within your own organisation. This resonates with our current IM environment.

[Dr Gillian Ragsdell's](#) Knowledge Management Research Group seminars are always interesting and worth keeping an eye on.

There are a number of Knowledge Management conferences that look relevant and interesting, for example, the 12th International Forum on Knowledge Assets Dynamics (IFKAD 2017) on the theme: "Knowledge Management in the 21st Century: Resilience, Creativity and Co-creation". The Forum will take place in St. Petersburg (Russia) on 7th - 9th June 2017 at the Graduate School of Management, St Petersburg University. The only problem is that funding does not exist to attend.

Dion: What final message would you like to leave our readers with?

One of the things we haven't talked about is CILIP's AGM at Leeds City Museum, which I attended for the award ceremony. It was very friendly, with pastries and bacon rolls at the pre-AGM breakfast, and everyone talked. My normal travelling is between Cardiff and London: it was great to see all the interesting things happening in the profession in Leeds and how dedicated people are, how many unsung heroes there are. A lot of the other awards were for work being done in the community, which really changes people's lives. As a career special librarian it's very easy to forget how broad the profession is, and so it was great to meet such interesting people.

As for the future: like every team in the civil service, we're having to do more with less. One way that will affect us is we will have to do more analysis for the top policy advisers. Where we used to be able to give them twenty articles, we'll need to be able to give them just five and explain why these are the important five to read to brief the minister. And the whole "fake news" thing (See UKeIG's [White Paper](#)) makes us as professionals more valuable than ever in doing the background research about where our information comes from, what the context is, and how reliable it is. So in government as in the rest of the profession, our skills are going to become more valuable and sophisticated as time goes on.

Discovery and Discoverability: New Ideas, Techniques and Products

Michael Upshall, Consult MU
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This was the latest in a series of annual meetings organised by University College London's Centre for Publishing and held at Senate House's Chancellor's Hall, (a magnificent room with its original Art Deco fittings) on January 18th, 2017. The half-day conference comprised [six presentations](#), a combination of research (in the first half) with applications (in the second). As often happens with events of this kind, there was little coherence about the presentations; the researchers made some interesting points, and the products described were interesting, but there was little by way of a grand theme to pull the event together. This is not a criticism of John Akeroyd, of University College London, who has managed this event for some years. As usual, he assembled an interesting line-up of speakers; but it reflects quite accurately a world of searching where there is little consensus about what constitutes best practice. Nonetheless, one or two themes emerged from the talks: these were serendipity and taxonomy.

First, the theory. Mounia Lalmas from Yahoo! stated boldly that “algorithms are not enough”. That was a blow to those of us in the audience who had just discovered that in the machine-learning world, algorithms are the answer to all known problems. Professor Lalmas described how Yahoo was building discovery algorithms to engage users, as well as researching how users behaved. Her definition of user engagement was being “captivated by the technology”, a phrase that some people might question, and included engagement by feelings and interactions, as well as by serendipity.

Professor Lalmas had the advantage of a team and expert knowledge of research procedures to investigate user engagement; but unfortunately, the conclusions she presented were less than startling. Comparing users of Wikipedia with users of Yahoo! Answers, she concluded that Yahoo! Answers delivered more unexpected results; and that “interestingness” is not equal to relevance. A study of usage in Chile suggested that different cultures (she contrasted metropolitan and rural areas) had different notions of relevance.

More directly relevant to academic search was Emine Yilmaz's talk, bravely entitled “New Developments in Search”. Dr Yilmaz proposed the undeniable truth that all searches for a topic are actually motivated by an underlying task. We may search for a mortgage, but we really want to buy a house. She then presented a few alarming-looking mathematical equations on the screen, but I suspect I was not alone in responding more to the non-mathematical findings she presented in support of the need to think about tasks rather than topics. One screen showed the difference in time taken by users when they carry out common web-based activities. For example, the task of “planning travel” typically involves twelve minutes per travel activity, but web-based searching took only five

minutes of this - that is, less than 50% of the total time involved in the planning activity. In other words, measuring the way people search using the Web does not tell the whole story.

The challenge of her research is how we find out what users' tasks really are. All we have are search logs, so while we can all agree that next-generation search tools should be task-based, how in practice can we implement this? Our task is more difficult because, as she pointed out, people frequently carry out multiple tasks at once, or drift to and from different tasks while searching. She described organising the user tasks in a Bayesian rose tree structure, but I confess I didn't quite understand how she managed to capture user tasks before assembling them as a rose tree (even though I loved the idea of all my search tasks captured in this form). In conclusion, her first recommendation for the future was learning how to extract tasks, so I think she perhaps agrees that this approach requires some method of identifying tasks - unless perhaps we interview every user every time they search.

The next talk was my own, so I have to declare an interest. I described [UNSILO](#), a tool that uses machine-learning to extract concepts automatically from texts. UNSILO is one of a new generation of machine-learning tools that work by statistical analysis - putting it rather simplistically, the engine looks at millions of words of text in a subject domain and identifies which phrases are significant for each document (these are the "concepts"). Behind the scenes, it carries out a lot of natural language processing and semantic analysis, so it is more semantic matching than string matching. Once the concepts have been identified, the system can identify related documents, or identify trending topics, or suggest a relevant journal, and many other functions.

Although UNSILO can use existing taxonomies, it does not require a pre-existing taxonomy to work. The talk questioned if we really need taxonomies in the first place; taxonomies add another stage to the content discovery process and can significantly add to the cost and time required to index content. At least, it seems, since several machine-learning tools can identify and categorise content without using taxonomies ([Yewno](#), presented later that afternoon, is similar in that it requires no taxonomy) perhaps we should be questioning the entire taxonomy-based approach to discovery we currently use as the answer to all our search problems.

The next presentation was a refreshingly open and honest one by Timothy Hill, an engineer on [Europeana](#), the website that aggregates cultural heritage content (or in most cases metadata about content). Europeana now comprises over fifty million objects, and Dr Hill described some experiments to try to enhance the Europeana data using semantic tools. I couldn't help feeling that while the approach was impressive in describing quite openly the routes the team had tried - including ones that turned out not to be so valuable - my overall impression was that the rather mixed results were not due to limitations of search so much as the problems of the source material and the site goal. Firstly, Europeana comprises metadata in over thirty different languages, with only partial translations available. Secondly, and perhaps even more fundamentally, Europeana is a collection of heritage information, but the use case for such a collection is not entirely clear - or at least, not reducible to one or two use cases. People will come to Europeana

for a vast range of purposes, but it is perhaps not as easy to identify simple use cases such as the standard Google or Yahoo!-type information use case, where the user wants to find a local restaurant, for example. Analysis of searches found that 70 - 95% of searches were for entities, such as “Rembrandt”, but this of course does not reveal the underlying goal of the user.

Dr Hill’s conclusions were not so surprising - enhancement works best when you have good metadata to begin with, using consistent spelling. More interesting was the observation that applying a standard taxonomy across several domains proved problematic: terms in one domain, such as place names, proved to have a different (and unintended) meaning when appearing in another domain. This suggests a further limitation of taxonomies; that they are very domain-specific and often cause problems outside their intended domain. More revealingly, the Europeana work revealed that linking to resources such as [DBpedia](#) (the machine-readable version of Wikipedia) was often better suited to cultural heritage collections than using formal taxonomies.

Incidentally, Dr Hill revealed on the theme of serendipity, that some Europeana users state explicitly that they come to the site to find something new - something that they didn’t know before starting their search. Well, that’s clearly a serendipitous aim, but quite how you could measure the extent to which you have satisfied user requirements in this case is mystifying.

The afternoon ended with two demonstrations of tools aiding discovery. “PowerTagging”, from [Digirati](#), combines a full-scale content management system ([UMBRACO](#)), and a full-scale taxonomy editor package, PoolParty, so that users can tag new content and edit their taxonomy at the same time. This is the kind of approach that suggests that if discovery is difficult, then we should all become taxonomists. In this case, the software did provide the user with a way to interact with the machine-created tags: the user, in this case the in-house system operator, can select or deselect concepts that match or don’t seem appropriate. A drawback is that new terms for the taxonomy have to be inserted at the right place in the hierarchy - not for the faint-hearted. It reminded me of Heather Hedden’s book *The Accidental Taxonomist*, which starts from the recognition that very few people get involved in indexing and classification by choice.

Finally, there was a presentation of Yewno, another machine-learning based discovery tool. Yewno’s business case is pitched at institutions. It provides a visual, graph-based discovery service that searches across content from many publishers (now totalling some one hundred million items). Yewno does not hold the content, simply the concepts. Users can browse via the visual interface to identify topics that are matched to specific content items, which can be journal articles, book chapters, and so on. The content itself is held by the institution where the user is searching so this looks to be largely an institutional researcher tool, since without access to the content, Yewno would be a rather partial experience. The presentation concluded with a demonstration, which of course included several serendipitous results.

The event ended with a panel session with questions from the floor, and a couple of questions seemed to catch the presenters off-guard. One question was: “if using humans

to measure results is so difficult, why do we try to carry out human-based measurement?” The other question asked simply; if most researchers in practice use Google Scholar for their initial academic searches, why not just continue to use Google? This question, right at the end of the day, raised an issue that had not been discussed earlier in the meeting: the challenge, unrelated to search, of access to content, which is restricted by rights management. No matter how clever your search tools are, if you aren’t searching all the possible content in academic search, you can’t be certain you have found the correct answer. Google Scholar represents probably the largest collection of searchable academic content available, where both open-access and subscription content is included, because all commercial publishers make their content available to it. As a result, Google Scholar will always be the starting point of choice for many researchers - not because it is the best (there is an amusing [blog post](#) pointing out its limitations), but because it is the biggest. In contrast, Science Direct, or Web of Science, will only ever include a proportion (perhaps 50%, but still only a proportion) of all available academic content. In other words, however clever software tools might become at improving discovery, the reality is that more searches will continue to be made using Google Scholar than any other tool. And we have no control over the quality of search in Google Scholar. That’s a rather sobering conclusion for an afternoon spent looking at discovery tools.

Michael Upshall has been involved in content enrichment for several years. He is currently head of business development for the Danish machine-learning company UNSILO.

Being Social and Collaborative

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There is a strong possibility that you are reading this between meetings. Right now someone is looking at your office calendar and having found an unallocated hour has invited you to a meeting. As humans we love meetings. We are sociable creatures. We like the pleasure of being in a group meeting that enables us to show off how much we know. At the end of meeting we look forward to further one-on-one meetings to solve the problems that the group meeting has not resolved, even if all we do is set up another meeting with a different group. We call that “progress” towards resolving the problem.

One of the current growth sectors is the creation of schematics about how collaboration should be organised, with arrows flying around stakeholders in a way that seems rather reminiscent of the Bayeux Tapestry. The objective of most of these schematics seems to be persuading organisations that adopting “collaboration technology” will solve all known business problems.

But there seems to be a problem that can’t be solved. The adoption of collaboration technology is not as rapid and widespread as was predicted. Obviously the organisation has chosen the wrong technology vendor and finds another one. Many organisations now have multiple collaboration technology solutions and are proud of the fact. Fortunately they do not have any means of assessing whether there is a return on the investment or they would be very worried. The reason for the low adoption levels of collaboration technology is that the technology is not able to solve the problems of poor meetings.

Thinking about meetings

Meetings are so much a part of our working day that we rarely sit down and work out the level of effort and time we have expended in preparing for them, attending them and then taking action on the agreed outcomes. If we did it is probably reasonable that many of them were not as productive or engaging as they should be. I like the way that Sebastian Thrun distinguishes between horizontal and vertical meetings in an excellent analysis of [the role of meetings](#)

Ineffective meetings could result from poor leadership, poor meeting space and facilities, a lack of clarity in scope and objectives, a lack of engagement from some team members and the inability of attendees to make a commitment to an action without a further meeting. There are so many ways that a meeting can go well or go badly! You may be surprised to learn that there is a [Cambridge Handbook on Meeting Science](#). In Chapter 30 John Kello, writing on the Science and Practice of Workplace Meetings, sets out how science can inform good practice. He suggests that for every meeting the following eight questions need to be asked:

- Why? Do we really need this meeting
- Who? If the meeting is justified, who really needs to be there (and who does not)
- How many? Size matters
- How? What agenda steps will we follow to achieve the objectives
- When? What is the best time and time frame for the meeting
- Where? What is the best location for the meeting and how should the meeting space (or virtual space) be configured
- How Managed? What is the process by which the meeting will be managed
- How Concluded? What are the action items, was the meeting constructive and what lessons can be learned

Virtual meetings are fast becoming the default meeting format. The RW3 consulting firm, based in New York, undertook a pioneering survey in 2010 to discover the extent of global virtual teams and to identify areas of challenge faced by virtual team members. The survey is now undertaken every two years. The [Executive Summary of the 2016](#) report notes:

“Corporate teams are now almost entirely virtual, and 41% never meet in person. What is significant is that virtual teams are now even more global with members located in even more countries. In this year’s survey 48% of respondents revealed that more than half of their teams include members from other nations. In 2014, that figure was only 41%, and in 2012 it was only 33%.”

Perhaps the most challenging finding from the RW3 survey is that team leaders believe they are better prepared to lead intercultural teams than do those who are members of their teams. RW3 asked respondents who self-identified as leaders of teams to rate their own ability to lead effectively across countries and cultures. Nearly all of them (96%) rated themselves as either effective or highly effective! Moreover, 98% of respondents said they are comfortable leading multicultural teams (vs. local teams). Almost the same percentage (96%) said they are comfortable leading virtual teams (vs. leading co-located teams).

One of the world’s most successful pharmaceutical companies provides managers with a two-day course on the management of virtual teams. At the end of the course participants:

- Know the critical success factors for leading virtual teams and be able to apply them to their own situation
- Know the appropriate strategies to implement leadership practices to support virtual teams
- Will be able to handle difficult leadership situations, interpersonal conflicts and lack of motivation
- Will become aware of the unique leadership requirements which occur around a virtual global environment in a matrix organisation
- Will realise the influence of regional and company culture issues and learn how to handle them
- Will become a member of a network of virtual team leaders and thereby support each other

This is a two-day course, not a one-hour course. Managers who have been on the course say that it has transformed the way in which they collaborate globally and yet the technology slot is an hour long and focuses mainly on the corporate audio and video-conferencing services.

Collaboration technology

So just what is the role of “collaboration technology”? In my view it has no role to play in optimising the conduct and outcomes of physical or virtual meetings. Its only role is to maintain information flows between meetings, managing the artefacts of meetings.

There is no lack of technology solutions available. The [Real Story Group](#) is a US-based consulting firm providing vendor-independent assessments of software products. In its report on Enterprise Collaboration and Social Software Products it profiles the solutions from twenty-three vendors in over four hundred pages of analysis and there are many more solutions available that are not yet covered by RSG. However, in most of these applications, developed by US companies for the US market, there is usually poor support for multiple language management.

In selecting new IT applications usually there is a period of defining user requirements, translating them to a specification and then evaluating potential suppliers against the specification. My experience over the last couple of years suggests that brand strength trumps rational analysis as managers who should know better rush to have the latest offerings from Google and Facebook. It reminds me of Boy Scouts collecting badges.

Social language

Socially we tend to use language in a very different way, and this presents a substantial challenge to effective search. At the [IntraTeam](#) event in Copenhagen in March I was impressed by many of the presentations from multi-national companies in which users were free to choose which language they used for internal social media. This is important because everyone wishes to express social emotions in a language they are very familiar with.

An aspect of the social use of language is that many languages have significant regional variations. [Latin American Spanish](#) is a good example, and the differences between [Brazilian and European Portuguese](#) are not just in terms of words but also grammar.

The use of non-native language also has an implication on creating expertise profiles and sharing knowledge. In the UK my professional qualifications of FRSC and FBCS are reasonably well recognised but outside of the UK they are largely meaningless. I have two different business cards, with these qualifications only on the UK card. When employees have to write out their expertise in a second (usually English!) language do they have the skills to write even a reasonably “accurate” profile? Sharing knowledge is also a problem. Results from a [recent study](#) in a Finnish company show that the use of a non-native language can make knowledge sharing an ambiguous and costly process, eroding some of the benefits of knowledge sharing.

Over the last few years there has been a substantial amount of research into how multinational organisations manage the use of multiple languages. All this research suggests that a lack of awareness by senior management (who invariably are very proficient in English) of the issues that arise from employees having to work in languages other than their native language can be very divisive and can result in considerable workplace stress.

Implications for search implementation

Going back to the Copenhagen conference, no mention was made of the problems of searching this social content in multiple languages. In discussions outside the conference room all the presenters admitted that social language search was a significant problem. As an example, how easy is it to search across discussion threads? I might post that I have experience of working in pharmaceutical companies. Someone else in my company might respond, “So do I.” How does this work in the context of searching for people in my company with expertise in the pharmaceutical sector? Will the results of a search be presented so that the implications of this comment in the thread can be appreciated?

The first decision to be made is whether to have a specific search application for social media which has the language management modules and ranking options that will result in an effective search of social applications, especially around collaboration and knowledge sharing. If this is regarded as important then consideration has to be given as to how the results from this search can be integrated into a search in an enterprise-wide application. If I search for “pharmaceutical projects” will I pick up the person who made the “So do I” contribution above?

If the decision is taken to create a combined index of both document and social text then the indexing, ranking and presentation implications need to be worked through in detail, considering queries run across test collections of related document and social material. There are also crawling implications because employees will assume (trust me - they will) that social content is being indexed in real time.

The view seems now to be that companies may benefit from having more than one social network application. I’m not going to comment on that issue! In my view the challenges of searching across multiple social networks and integrating the results into a sensible ranked presentation are probably going to increase as a power law. Writing a strategy is only the start - it will be essential to test the options out in practice, and for a multinational firm that means every region with a distinct social language.

Welcome to Babel Land

For the last six months I have been working with a team of four German managers on an enterprise search project. They all speak and write excellent English but there have been many times during our meetings where they have spoken to each other in German as they search for the “right” English phrase that is the equivalent of a German concept. Previously I had worked for a global professional services firm which had decided that it wanted to be “bold” in the way it developed its business, totally unaware that the English concept of “bold” cannot be rendered into a single German word. The quite substantial German office teams were not impressed. The apparent ubiquity of English may well mean

that we are not as conscious of language-related issues as we should be. The more social we wish our organisations to be we need to take active steps to support the use of social language.

This article is based on [Working Together - Making teams work](#) (May 2017)

More of Martin's excellent reports are available from his [IntranetFocus](#) web site.

Getting to Grips with Data Literacy and Data-Driven Decision Making

UKeiG's Members' Day 2017

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UKeiG's Members' Day, held at CILIP's London headquarters on the 16th March 2017, was a huge success and attracted a diverse range of delegates. It showcased the theme of information modelling using data and metrics: the analysis, exploitation, utilisation, management and visualisation of data in a number of settings, including the construction industry and public libraries.

Keith Wilson, Construction Information Consultant, provided a fascinating insight into Building Information Modelling (BIM), a well-established integrated project information model and common data environment in that sector. He described BIM as the "UK construction industry's information engine room" and standardised data and structured information as the building sector's "bedrock", referencing Martin White's October 2016 (Volume 13, issue 3) eLucidate [article on the topic](#). BIM embraces the whole use lifecycle of building projects providing the means by which everyone can understand a building through the use of a digital model "from first thoughts and site identification to its eventual demolition." The UK is a world leader, unlocking new, more efficient collaborative ways of working and sharing resources. In a diverse industry with tens of thousands of people, collaboration, effective communication and [national standards](#) are fundamentally important to the success of any construction project. BIM "brings together information about every component of the building for anyone to use for any purpose. Each model is a shared resource that accumulates and manages knowledge about the building through its life. "

Keith listed key elements of the BIM information handling tool kit including:

- Information handling rules
- A data exchange scheme for building
- A library of product objects - parametric (levels of detail) and structured, standardised data (levels of information)
- Specification
- Classification
- A digital plan of work
- Standards
- Purpose made contracts
- A plain language dictionary

Conundrum of terminology

He cautioned that a key challenge for BIM is the “conundrum of terminology” and the need to disambiguate often-complex construction nomenclature with a tightly controlled, shared and, most importantly, “understood” vocabulary organised by a flexible classification scheme. Simple language was essential, but how best to define the concept of “space”, for example?

Datamorphosis

Aude Charillon, of Newcastle City Libraries, presented on “releasing and re-using” public library data to engage and empower library visitors. She is a champion of open, shared content and data literacy; the need to educate people about their rights to utilise and customise creative works - images, sound, films and data - that are free of copyright. In [April 2016](#) she wrote: *“It’s all very well using creative works made by others, but what about the content the library service holds and the information we, as an organisation, collect? We felt we were only the custodians of that information and that it was our turn to make our information more available; we wanted to give it back to our residents and visitors and empower them about their rights to use and re-use our data.”* Data about computer usage, membership, loans and enquiries was placed in the public domain under an [Open Government Licence](#) and visitors to the library were invited to download it. A workshop encouraged people to work with the data and there were a number of promising data visualisation outcomes. “We had some very interesting results. One participant looked at PC usage over the years and created graphs showing its evolution. Another [plotted our members on a map](#) of the UK and created a library usage [data dashboard](#).” Charillon emphasised the importance of data being released in a standard, easily re-usable and consistent way, alongside the need for a resilient open source format like “comma-separated values” (CSV.) One common thread between Keith and Aude’s presentations was the absolute requirement to facilitate what Keith described as “quick, confident and widespread use” of data.

Data Mashup

[Jisc’s](#) Siobhan Burke gave the delegates an overview of Analytics Lab, a joint [HESA](#) (UK Higher Education data and analysis) and Jisc business intelligence research and development project. She also gave an overview of Heidi Plus, the Higher Education Information Database for Institutions. It encompasses the delivery of data sets through a data explorer tool, dashboards, visualisations, training and support materials. Data includes:

- HESA data sets: summary data from the HESA student, staff, finance, HE-Business and Community Interactions, estates management and destination of leavers; performance indicators; student staff ratios
- Non-HESA data sets including [UCAS](#), National Student Survey (NSS), [SCONUL](#) Library Management Statistics, Research Excellence Framework ([REF](#))

Siobhan went on to focus on the Jisc Library Data Labs project, a major cross-institutional collaborative initiative that is using Agile planning and project management and data mashup techniques to develop proof of concept visualised dashboards using library data in conjunction with these major national datasets. (Her excellent overview of Agile

methodology is available from the UKeIG web site.) Specific library datasets included locally generated library data, Journal Citation Reports and other bibliometric information and [JUSP](#) (Jisc’s Journal Usage Statistics Portal).

Our data use



This was a compelling presentation as it emphasised the project’s immediate value in supporting robust evidence-based decision-making. Siobhan listed major opportunities arising from the project for:

- Measuring the success and impact of the library service
- Identifying comparable institutions
- Benchmarking libraries by size, usage levels, learning space, budgets, provision of different resource types
- Measuring student satisfaction
- Articulating and monitoring key performance indicators

A compelling example was of journal “big publisher deals” where analysis by user type or subject could determine more detailed usage profiles, relevance, value for money and equity in resource allocation between Schools and Departments. There is also immense potential to evidence more effectively an academic library’s contribution to the overall learning and teaching experience as part of the Teaching Excellence Framework ([TEF](#).)

In July 2017 a series of Library dashboards will be released.

Library Dashboards – July 2017 release

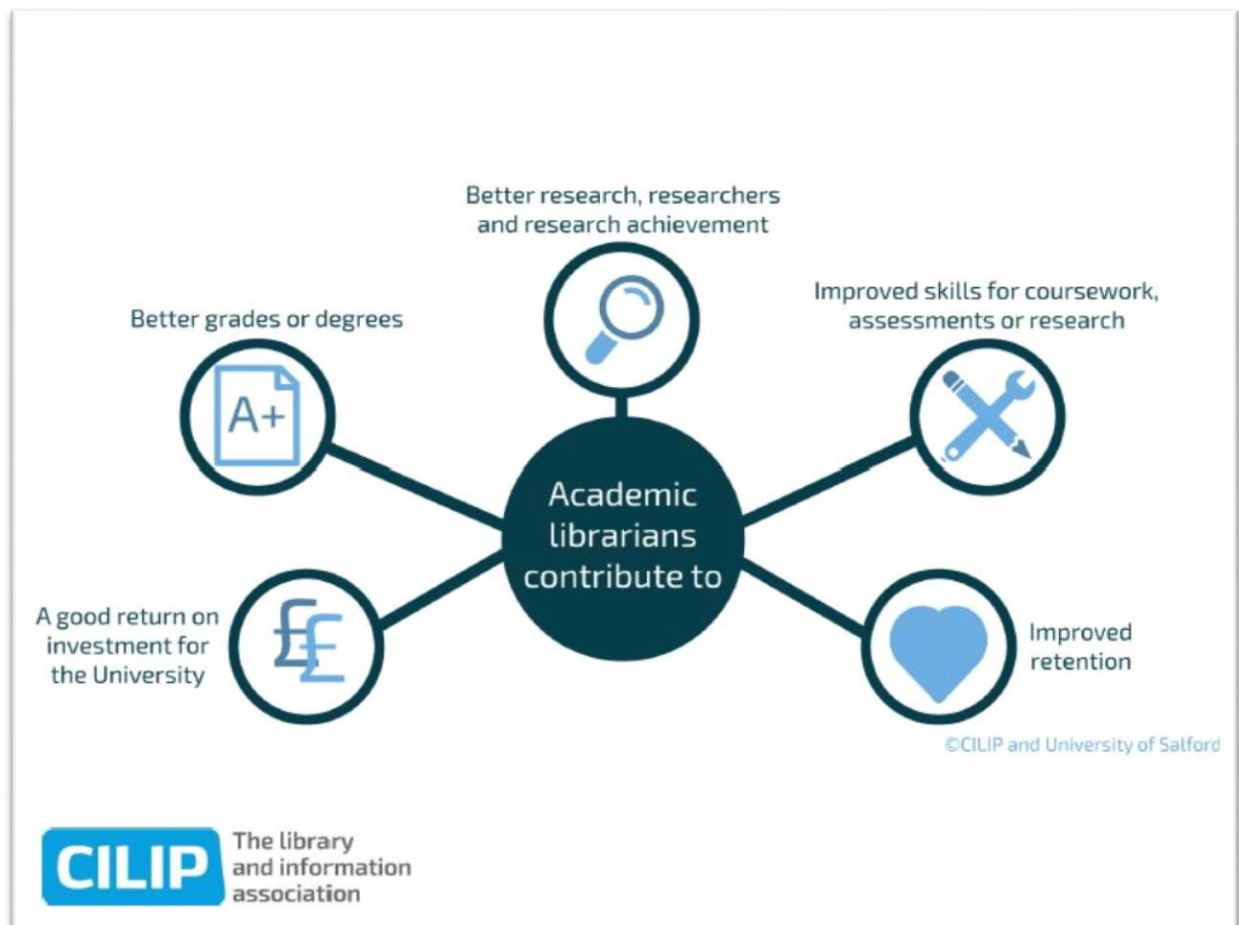
Name	Purpose	Use case	Data sources used
Benchmarking user satisfaction levels with library facilities	This dashboard is an explorer. In it you can create benchmark groups based upon the similarity of course makeup between the institutions.	As a library manager/director using a range of measure, I want to identify comparable institutions in order to benchmark my library facility by size, usage levels, budget, provision of different resource types and satisfaction with library facilities	JACS 3, National Student Survey, HESA data
Space Analysis v footfall & satisfaction	This dashboard can be used to explore the relationship between space, footfall and the overall satisfaction rating for from the NSS Data.	As a library manager or subject specialist I want to understand the impact that space provision has on student satisfaction, usage levels and interaction types.	SCONUL data HESA Data
Sconul Key Performance Indicators	This dashboard allows the user to explore the Sconul dataset by focusing and filtering down on Key Performance Indicators. Benchmarking can be done against comparator universities either selected or by mission group.	When performance and survey data is release I want to benchmark against comparator institutions so I can highlight resource gaps and success stories.	SCONUL data
Teaching Excellence Framework NSS Explorer	The primary purpose of this dashboard is to explore the 12 questions in the national student survey that are relevant to the teaching excellence framework. These can be explored in relation to library provision and study space.	When supporting the TEF return I want to link library performance data with NSS and HESA data so I can show how library resources and services contribute to TEF.	NSS Data (12 questions relevant to TEF) SCONUL Data HESA student data

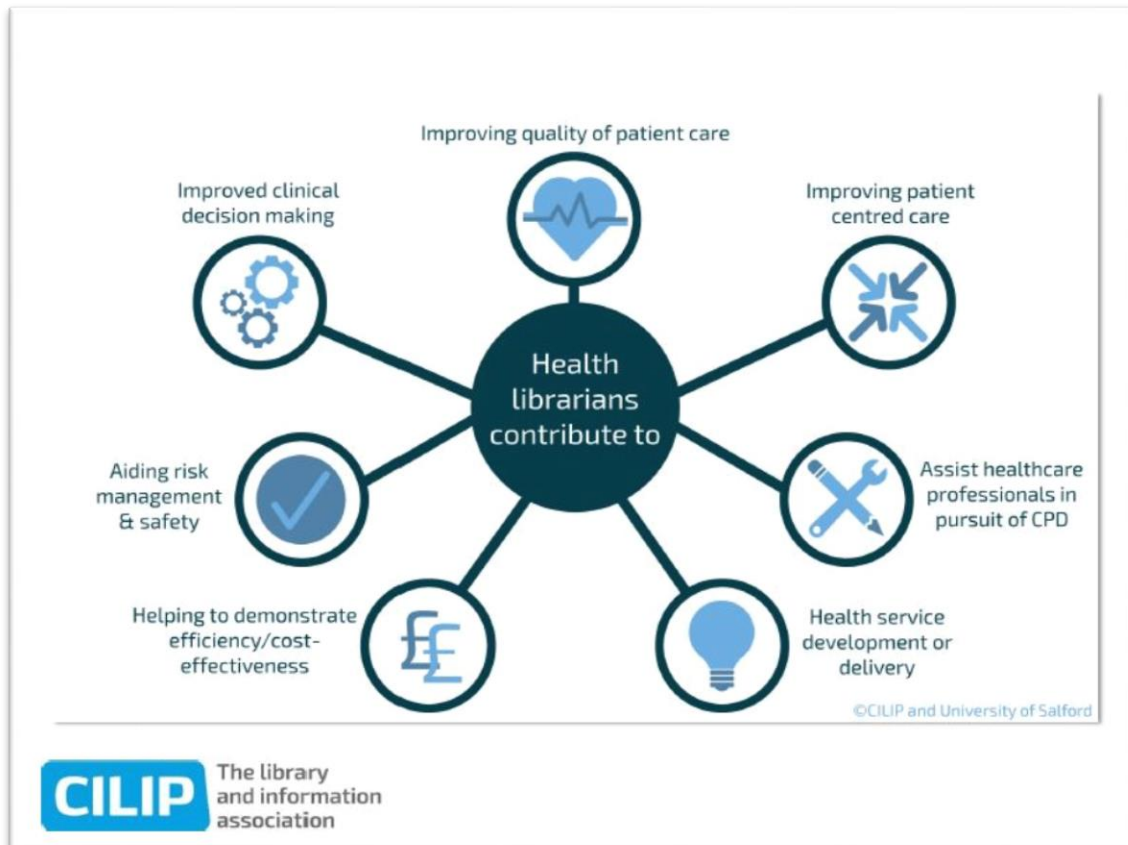
Simon Bains, Head of Research Services and Deputy Librarian, University of Manchester Library commented: “Library Data Labs is a hugely worthwhile concept, with the potential to deliver a step change in data literacy and data-driven decision making in libraries. I found it to be very rewarding to work with and learn from colleagues across the sector and to gain practical experience of agile project management and data visualisation software. This is an opportunity to contribute to national efforts to use data to answer strategically important questions about the use and impact of academic libraries, and I would encourage you to volunteer to lead or participate in a project team.”

The Data Challenge

Simon’s quote segues perfectly into CILIP Chief Executive, Nick Poole’s thought-provoking and insightful presentation on the role of data, analytics and visualisation in underpinning effective evidence-based decision-making and service development across the library and information profession. “We’re living in the early days of a revolution in the ways in which people use information and technology in their daily lives. In the next twenty to thirty years, every person, every organisation and business will need access to information, library and data skills and professional values to succeed. Britain’s society, industry and economy are changing fast. Looking ahead to the next decade, we need to invest in skills, infrastructure and innovation to ensure that we remain globally competitive as an economic and industrial power. The Centre for Economics & Business Research ([CEBR](#)) estimates that 182,000 new jobs will be created in the Data Sciences by 2020. Demand for data and information skills in the UK is outstripping supply by 40%. CILIP’s goal for 2020 is to put library and information skills at the heart of a democratic, equal and prosperous society.”

Data literacy is an increasingly important part of working life and ensuring that it is integrated into the knowledge and information skills set will future proof the profession. Nick observed that library and information professionals have often stood on the periphery spectating, watching things happen not making things happen, and allowing major developments in “big data” and “data science” to pass us by. Now is the time to respond more effectively to the challenges and opportunities that data has to offer. The profession is also crying out for a more robust evidence base, and a gap analysis is required to identify missing critical information that can help articulate our impact, value (return on investment) and importance. His presentation included four useful examples: academic, health, school and public libraries (with two of his graphics reproduced below.)





“We put the ‘I’ into IT.”

The key themes of the day were the increasing relevance and importance of the developing paradigm of data literacy and data driven decision making to the library and information community, but also, more controversially, the paucity of aspiration in the profession to lead on key developments in this area. The time had come, rally cried Poole, to develop a strategy to address these issues, to reassert our authority and to initiate change and innovation by aspiring to senior management in organisations. He cited the popular truism that IT projects can fail if they are led by the technology; that people, organisational and user requirements must always come first. The library and information profession was key in taking this forward. (“We put the ‘I’ into IT.”) The profession’s specialist and generic knowledge and skills reflect what is required for effective data literacy. Where there are gaps and deficiencies it will be essential to upskill and also to review library and information school curricula to ensure future professionals are fit for purpose. There is also an opportunity to reach out to and collaborate with non-library and information colleagues in professional services, research support, business, statistics and IT departments, for example.

Knowledge and Information Management

The day concluded with a brief presentation from Sandra Ward on the launch of CILIP’s new Knowledge and Information Management (K&IM) Special Interest Group (SIG). (The progress to date and plans for the future are detailed on her presentation slides.) The new Group will play an integral role in supporting the data literacy agenda, and will help

articulate CILIP's IM/KM strategy, building on the important work of champions like Martin White and Peter Griffiths, who have, over the years, tirelessly encouraged a proactive and leadership approach in this area.

“In today's climate, organisations of all sizes and types must capitalise on the information and knowledge they either possess or can obtain if they are to thrive and survive. This requires an effective K&IM framework that embraces leadership, culture, processes, systems and skills,” writes Sandra. “The framework must support the exploitation of information and data, and the tacit knowledge represented in the skills, experience and insight of their staff and the teams and communities in which they work, share and learn. It must also recognise the importance of the information and knowledge gained through the many partnerships and collaborations in which organisations now routinely engage, including those with their customers and clients. Where data and information can be recorded or are generated automatically, the disciplines of information management can be applied to collect, organise, structure, store, manage, and deliver access to data and information so that it can be re-used, analysed and adapted. Tacit knowledge can to a degree be captured in standards, procedures, techniques and training thus treating it as information and protecting it from loss as organisations restructure and experts move. However, to ensure that tacit knowledge, that is, the know-how, experience and expertise of individuals which can't sensibly be documented, is accessible, shared and mobilised, requires different and social approaches: connecting people and teams, fostering the capability of the organisation and its staff to learn from experience, building learning techniques into organisational processes and ensuring a social and learning culture which fosters knowledge re-use, problem solving and the innovation and improvement which the organisation needs. K&IM approaches are different but must be recognised as needing to be closely intertwined if organisations are to reap the full benefit from their data, information and knowledge assets. This is the stimulus for CILIP's Knowledge and Information Management Special Interest Group.”

Sandra paid homage to UKeiG's work over the years. The Group's brand, she announced, its professional development courses, networking opportunities publications and awards, were synonymous with success. It was a perfect note on which to conclude this overview of a stimulating and successful Members' event.

The hashtag #UKeiG2017 was used on the day, so please refer to that and visit @UKeiG to follow any comments, discussions or threads. PDF copies of the presentations are available on the Members' Only area of the UKeiG web site.

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Online Resources

Joy Cadwallader, Aberystwyth University (Aberystwyth Online User Group)

Please send your submissions for the next issue to jrc@aber.ac.uk

Adam Matthew/BFI

Socialism on Film: The Cold War and International Propaganda is an online collection of previously unseen films, “acquired by British communist, Stanley Forman, from his personal contacts within the socialist world.” The films have been digitised and released as an online collection by Adam Matthew in partnership with the BFI. Content includes documentaries, features and newsreel from the Eastern Bloc, Vietnam, Cuba and more, and transcriptions of each film are fully searchable as part of the resource. The [March press release](#) includes a link to a [promotional video](#), which is a tantalising glimpse of what looks like a fascinating resource, showing us, “how socialist countries saw themselves and the world around them during major political and social events of the twentieth century”.

Elsevier

Another Online resource update, another story about Elsevier. This time Elsevier are being sued by Louisiana State University (LSU) after their School of Veterinary Medicine had their IP addresses blocked by Elsevier, stopping them accessing Elsevier content for which LSU Libraries holds a license providing for unlimited, simultaneous access. In return Elsevier have, “proposed that LSU purchase an additional \$170,000 of journal subscriptions and increase its payment for the ‘Freedom Collection’ by \$30,000”. It’s a long story - find it [here](#) courtesy of Krista Cox, Director of Public Policy for the ARL (Association of Research Libraries) and their shorter [press release](#) here. Thanks to Gary Price at [Infodocket](#) for the nod.

European Commission

In a [press release](#) in February the European Commission (EC) announced that while Europeans are travelling they will soon be able to enjoy portable online content they have subscribed to, be it films and TV, games, music streaming services, for example, wherever they are in the EU. Providers will, “verify the subscriber’s country of residence by using means such as payment details, the existence of an Internet contract or by checking the IP address.” Once adopted, the rules will be applied to member states in 2018 and there will be a nine-month period for rights holders to prepare. European travellers will be able to get the benefit of this new cross-borders agreement by the [introduction on June 15th](#) of, “domestic prices for mobile internet, subject to fair use, irrespective of where they are travelling in the EU domestic prices.” Just a couple more things that Britons are going to miss out on then.

JSTOR Labs

In March JSTOR Labs announced the launch of their great new [Text Analyzer](#) tool in beta. You can upload a document, which Text Analyzer will examine and suggest articles from JSTOR, and a range of search terms, which it has identified from the document. It also

suggests what it thinks are the five most important search terms which you can change and/or adjust in importance before re-running the analysis, and you can add your own terms too. As suggested in a JSTOR Labs [video](#), it will be useful for homing in on important articles or areas of study and much more. I uploaded a slideset - no problem! There's lots of scope for information literacy activities, for example, comparing the search terms extracted from news articles on the same topic from different sources. It will also analyse images. Find out more about Text Analyzer in two [JSTOR Labs blogs](#).

National Library of Wales/British Library

After a successful National Lottery bid netting a £9.5 million grant, the British Library (BL), a project spanning ten preservation centres across the UK including the National Library of Wales (NLW) in Aberystwyth. Materials to be preserved by the NLW include, "interviews with Welsh migrants to North America and Patagonia, dialect recordings, interviews with various industry workers, their families and the community, archives of Welsh traditional music and political speeches by national politicians." This important and engaging collection will become available to the public via a BL-hosted website due to go live in 2019. Nearly half a million, "rare and unique recordings", will be saved from, "decay and media obsolescence". Find the locations of all the preservation centres in the [BL press release](#).

University of Houston

Continuing the earlier theme of communist sources, in February the University of Houston [announced](#) that they had digitised and published a series of socialist, communist and anarchist pamphlets dating from 1872 to 1920 from their special collections. The pamphlets originate mainly from the US (New York) and the UK (London) and authors include Lenin, Engels and Kropotkin. I've had a quick look and you can browse front cover thumbnails of the pamphlets, or search the transcripts, and there are features like citation advice, lo-res image and citation downloads, and a form to help you request a hi-res image.

Wikipedia/Wikitribune

After Wikipedia editors made the headlines (and my day) in February this year [by declaring the Daily Mail "generally unreliable"](#), there's a new, "experiment in sustainable community journalism" on the block. With the rallying call, "The news is broken and we can fix it", Jimmy Wales launched [Wikitribune](#) on Tuesday 25th April, a crowd-funded online news publication to "fight fake news by pairing professional journalists with an army of volunteer community contributors." With content accompanied by the sources used, Wikitribune will be freely available and will not carry advertisements. Professional journalists will be paid by crowd funding and, "Articles are authored, fact-checked, and verified by professional journalists and community members working side by side as equals". The first edition is due "soon" according to [this article](#) in the Guardian, which sets a good example in transparent journalism by taking care to remind readers that Jimmy Wales is a board member of their parent company.

Practical Knowledge Management for Information Professionals

UKeiG Professional Development Update

2017 got off to a great start for UKeiG with considerable interest in the Members' Day. In March we launched our CPD programme with a course on knowledge management skills, with three additional courses over May on:

- Search Usability: Filters and Facets
- Research Data Management for Information Professionals
- Open Access, Open Data, Open Science: Anatomy of a Disruptive Technology

UKeiG [forthcoming events](#) for 2017 will be updated on a regular basis. Keep an eye open for new courses, and please book early to avoid disappointment.

In order to ensure the relevance of the CPD programme our UKeiG Management Committee lead Liz Wright is working with colleagues to focus on seven key strands for development:

- Information Retrieval/Search
- Scholarly Communications/Open Access
- IM/KM/Intranets
- Social Media
- Ethics, legal compliance, intellectual property
- Digital Literacy
- E-information/E- industry R&D

If you have any questions, feedback or suggestions about our CPD offering please contact UKeiG's Honorary Secretary John Wickenden in the first instance at: secretary.uk eig@cilip.org.uk

"Practical Knowledge Management for Information Professionals" was held on the 30th March 2017, and led by Dion Lindsay. UKeiG's John Wickenden was there to meet and greet the delegates, who came from a range of sectors including government departments, higher education, law and research. "Dion opened by discussing with the group a popular baking analogy that explained the difference between data, information, knowledge and wisdom. When you're baking a birthday cake you use, for example:

- Data: 4 oz. flour in the recipe
- Information: The oven needs to be preheated
- Knowledge: Joe likes his cakes with just this much marzipan
- Wisdom: There's a baker down the road who does a much better job than I do. I'll get him to do it instead."

“Dion went on to define explicit (written knowledge) and tacit (head knowledge - learning from what people do). He explored David Snowden’s Cynefin Framework of KM:

- Complex - Probe-sense-respond (Emergent practice)
- Complicated - Sense-analyse-respond (Good practice)
- Chaotic - Act-sense-respond (Novel practice)
- Obvious - Sense-categorise-respond (Best practice).”

“He also described methods of sharing and creating knowledge including David Gurteen’s Knowledge Cafés (structured conversations), Communities of Practice, Knowledge Harvesting, Exploiting Social Media, Knowledge Sharing Games, and Knowledge Management functions of internal Intranets.”

“During the day the participants were encouraged to apply these techniques to their organisation and consider how they could use them to encourage KM. We also looked at some quick wins; these included discovering what KM has already been done in the organisation, creating allies and championing individual enthusiasm. He used an interactive approach to the day that enabled the participants to develop their own thinking and personal take home points.”

“At the end of the day Dion and the delegates posed some challenging questions which they enjoyed discussing, but came to no final conclusions. The questions planted the seeds for fruitful personal reflection.

- Why is there not a KIM Community of Practice?
- What makes us think that information professionals make the best Knowledge Managers?
- Does CILIP really know the business of Knowledge Management?
- Is the CILIP KIM SIG quantitatively different to what else is out there?
- What are the unique skills required by KM Managers?
- Where does KM sit well in the organisation?”



ILI – The Library Innovation Conference
17th & 18th October 2017, Olympia
Conference Centre London
www.internet-librarian.com

**Super-powered libraries: innovation,
 influence, impact**

Now in its nineteenth successful year, ILI (Internet Librarian International) remains Europe's friendliest forum for exchanging ideas, learning new skills, hearing about new tools and tech, and exploring different approaches to your library's services, clients and communities. Once again, UKeIG is collaborating with this important library innovation conference to offer UKeIG members a 25% discount on the full conference fee.

[ILI's conference programme is announced next month](#) and, with a record number of submissions embracing this year's theme - Super-powered libraries: innovation, influence, impact - *eLucidate* caught up with ILI's conference co-chairs as they finesse the programme to find out what we can look forward to this October.



“As always, I'm looking forward to seeing what other libraries are doing to innovate in their areas of interest. Having been fortunate enough to look at the proposed papers I know that there are some really interesting talks covering fake news and some excellent case studies ... there's always the excellent networking opportunities as well. Not forgetting the chance to meet librarians from around the world. ILI is always good value for money and I'm very much of the opinion that this year is going to be the best ever!” Phil Bradley,

Information Specialist and Information Consultant, UK

“I'm always amazed at the creativity and innovation of speakers at ILI. It's exciting to learn from people doing interesting projects in their libraries, making a difference in their communities, and using technology to effectively engage their users. I'm particularly interested in hearing what the opening keynote speaker, Kate Torney, has to say about factors disrupting the library profession.” Marydee Ojala, Editor-in-Chief, *Online Searcher*, USA





“The crowd and the energy at ILI is always amazing. I am looking forward to the discussions about how libraries can have even more impact in our knowledge societies in the changed information environment where (alternative) facts matter.

“ILI is one of the highlights of the library year because you always leave with new insights from colleagues from elsewhere in the world. The power of an international think tank of highly skilled librarians should never be underestimated. That is why this year’s theme is wonderful - because a lot of superpowers will be assembled at the days of the conference and all the participants will leave with new skills and superpowers. I plan to acquire more superpowers myself!” **Jan Holmquist, Global Librarian & Assistant Library Director at Guldborgsund Public Library, Denmark**

One thing the programme promises is that finding, communicating and ensuring the success and sustainability of our libraries remains top of the ILI agenda, and this year’s Keynote Speaker Kate Torney, CEO of Australia’s oldest and busiest library - the State Library of Victoria - speaks directly to that theme. In her Keynote, ***Making a noise about a quiet revolution***, Kate celebrates the quiet revolution within today’s libraries and the sector’s embrace of disruption,

“The library sector offers a great example of successful transformation in an age of digital disruption and the results are something to shout about.” She comments,

“In Victoria, public libraries have never been busier, as library leaders have quietly reimaged their services and programs and enhanced the role of the library as a trusted, much loved community resource.

“Far from under threat, these libraries represent an inspiring story of transformation; of the ability to reshape iconic institutions to ensure they remain relevant and highly valued for generations to come.”

UKeiG members benefit from a 25% discount on the full conference fee. ILI’s full conference programme will be announced in June. To be sure you hear first, reserve your copy of the programme [here](#).

Questions? Contact the organisers:

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ILI’s Keynote



Making a noise about a quiet revolution

*Kate Torney
CEO, State Library of Victoria,
Australia*

Notes for Contributors

eLucidate is the journal of the UK Electronic Information Group. It is published three times a year, in Spring, Summer and Winter. It aims to keep members up to date with developments and innovations in the digital information industry, considering the impact on information professionals and consumers of e-information.

UKeiG encourages the submission of articles, reports and reviews about any of the topics covered by the journal. These include: electronic resource awareness, information management, digital/information literacy, effective information retrieval and search technologies, intranets, social media, open access, e-publishing and e-industry research and development. UKeiG can't pay contributors, but you will retain your copyright and will be able to republish your work elsewhere.

Please follow these simple guidelines:

About our members

Our membership is eclectic and includes information professionals at all levels of the UK workforce involved in digital content management and awareness, information dissemination, training and service delivery. The UKeiG demographic comprises academia, but also the private, commercial and public sectors, embracing schools, further and higher education, the NHS, healthcare and pharmaceutical industries, science, law, finance, arts, humanities, archives, museums and libraries.

UKeiG's most popular CPD courses include search tools and strategies, knowledge management, open access and research data management.

A key benefit of membership is that the CPD courses, meetings and networking forums provide "crossover" insight from one discipline to another. Members see UKeiG as a way of keeping up to date with trends and developments outside of their core, day-to-day business. Few other organisations provide this kind of cross-sectoral context and oversight.

Technical level

Although members rate themselves highly for technical awareness, they are typically users rather than creators of technology. Articles should not assume understanding of technical terms without explanation.

Length of article

Feature articles should be in the region of 1500-2500 words, but the editor is flexible on article length. Each article should be prefaced by a short summary (around 50 words.)

What to write

The world is your oyster in terms of suggested themes and subjects as long as they reflect the disciplines and membership base articulated above. You should never assume that readers will be entirely familiar with your topic, so anything you can do to offer definitions, explanations, examples and context would be welcome. You should always link to suggested reading and alternative resources to enable readers to explore your article further.

While the obvious focus of the group is the UK electronic information sector, the industry, by its very nature, is global and international developments should be reported when they impact on the UK landscape.

The most valuable viewpoint you can give is that of a practitioner. While UKeiG welcomes theoretical debate, we are primarily a forum where peers can share their practical experiences and understanding. So, if something worked for you, tell the readership. If something didn't, tell the readership why not.

How to submit

Please e-mail your copy to the editor gary.horrocks@gmail.com Articles should be delivered in a simple Word format. Hyperlinks to alternative/suggested content/further reading should be embedded in the text. Images are welcome if they illustrate a point or clarify a statement. Please send them separately, and also place them in the Word document in the appropriate sections. They may be in gif or jpeg formats.

Rights

By submitting an article to eLucidate, authors grant UKeiG the non-exclusive right to publish the material in any format in perpetuity. However, authors retain full rights to their content and remain the copyright owner.

About you

Please provide a 10-20 word biographical summary about yourself, alongside an email address and job title.

Editorial process

Your article will be copy-edited for spelling and for sense. If there are major changes to the article we may return it to you for your comments and approval, but most articles require only light corrections before appearing in eLucidate, and do not need a further review by the author.