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Contents

Information Management: Developing & Using Content Quality Guidelines

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All organisations will have guidelines on how things should be done, from completing an expense form to starting up a new project. Very few provide any guidance to employees on how to ensure that the content they are creating as internal documents or as intranet and website pages is of a high quality. This guidance should be an element of an overall information management policy. At the core of content quality is the ownership of a piece of information by an individual employee who is given support both by their manager and by the information management ethos of the organisation.

Anyone using a piece of content needs to be assured that it:

- Is owned by an employee who has the responsibility and support to ensure that it only remains available for as long as it is valid, accurate and of use to the organisation
- Is the most current version
- Is of the highest quality
- Can be used with confidence to make business-critical decisions
- Can be used with confidence in creating new content
- Presents no risk to the user or the organisation in referring to the content in the course of a business transaction
- Will highlight related content
- Can be shared with others with an appropriate access permission
- Is in a format that encourages use

One particular area where guidance can be especially valuable is in creating good titles for documents. This helps users scan down a list of documents in a folder or in the results of a search. In the case of a search most search engines are biased slightly towards words appearing in a title, so the better the title the better the relevance of the results.

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A case study

Let me take the case of the website of Ofcom. On 26th August I carried out a search on the Ofcom site for “hacking”, which is one of more high profile areas that Ofcom has been playing a role in over the last couple of years. Among the titles of the documents in the first 20 or so results were:

Review of the television production schedule
1 165405454 Response
1 202043289
Obb245
Content Board minutes 20120403
RandPFAQ
Microsoft PowerPoint - MASTER COPY – CER 2013 CHARTS (FINAL)
97
Research
Title of document (Arial 36pt bold Purple)
Microsoft Word – pubomni

Many of these seem to be driven by the application and passed straight to the website. Not only are the titles of little value but also most of the summaries are equally unhelpful.

If I take the Microsoft PowerPoint document listed above the summary reads:

Consumer Experience of 2013 Full 1 chart deck Changing use of communications 1 Figure 1: Ownership of connected devices in the home 65 66 68 72 70 76 78 78 80 80% 100% Any** PC 46 52 53 59 65 66 68 56 47 44 4636

Remember that my search was for “hacking”!

Over the last few years I have been developing a set of content guidelines for use by my clients. The table below lists what I would regard as a core set of guidelines from the complete set that I have developed.

Topic	**Summary of scope**
Audience	Style and language-level should be appropriate to the intended readership
Authors	Defining the authorship of content
Copyright	The copyright owner of 3rd party content should be identified
Date formats	Dates should be unambiguous
File types	Guidance on the applicability of web page, Word, pdf etc. formats
Images	Guidance on the use of images
Links	Ownership of content also entails ownership of links
Metadata	Metadata schema descriptions

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Mobile content	Content likely to be used extensively on mobile devices should be written in an appropriate format
Names	How employee names should be presented
Related content	Ensuring that related content is identified so that content can be placed in context
Re-use	Where content is re-used the origin of the content should be declared
Review	The review period of content
Titles	Ensuring that titles are consistent and informative
Version control	Consistent version control designations

Guideline format

For each guideline I set out a rationale and then some guidelines. Below are two examples, one on file format selection and one on titles. In a client engagement I would usually illustrate each with an example of good practice and poor practice from within the organisation.

GL5	**File formats**
Rationale There are three primary file formats in which content can be published, namely an HTML page, Office and PDF. The selection of which format to use should take into account the way in which others will use the content.	
Guidelines An HTML page should be used when users will need immediate access to content without needing to download the content file. As HTML pages are not paginated they should not be used for content that is longer than two screen pages in length unless the content is managed by a hyperlinked contents section at the beginning of the document. Office files should be used where it is probable that users will wish to make changes to the content for a particular purpose, use sections of the content in other documents and collaboration with one or more other users in working on or sharing the document. PDF format should be used only when the formatting of the document is very important to the readability, when the document is likely to be used away from a device with network access or to restrict the ability to modify the document without the permission of the author. PDF files over ten pages in length should provide a means for users to move quickly between sections of the document PowerPoint files for internal use should not be converted to PDF format. Where any Office file has been published as a PDF the source of the native file format should be indicated.	

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GL16	**Titles**
Rationale A good title enables a document to be easily identified in a list of documents. Search applications put more weight into the title of document with the result that it appears towards the top of a list of documents found by the search application.	
Guidelines A title should not begin with 'A' or 'The'. Where possible the initial two or three words of the title should be a strong indication of the subject of the document. The title should not begin with a number (e.g. a year date), as this will cause problems in alphabetical lists of documents. A title should not begin with a description of the type of document, such as Report or Assessment. If the document is one of a series of related documents then the title should be consistent with previous documents. A title should not contain acronyms. All words in a title must be correctly spelt. Where appropriate documents that are not in English should have an English sub-title.	

It should be noted that these are guidelines, not standards. If someone feels that a guideline is too restrictive then they can use an alternate approach but should at least discuss with their manager the reasons for doing so. It could be that the guideline itself needs to be modified to take into account particular categories of content. Feedback loops are essential to ensure that the guidelines are kept under constant review. The approach has to be one of 'fitness to purpose' and not 'fitness to specification'.

I am sure that there will be different views to mine on what a 'good title' is, and the same with all the other guidelines. The essential requirements are that the guidelines are appropriate in terms of scope and the work involved in adopting them.

Guideline governance

Especially in the case of titles I have had intranet managers complain to me that they have no authority to even discuss with content producers the benefits of adopting these guidelines. My suggestion is two-fold. First there should be a blog where issues such as content quality and its importance can be presented. Second, setting out a list each month of some examples of good and bad titles can be very effective! The good titles can be attributed to an individual employee. That may not be as good an idea for the bad titles but people will quickly search for them and track down the miscreant.

Resources

There is a very good short handbook from Clearbox Consulting on how to write for an intranet and there is also a free eBook from PebbleRoad on Managing Digital Information For Others, which covers some related topics.

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The Unconference of the Year – Intranet Now wowed the intranet world at its first attempt

Dion Lindsay, Dion Lindsay Consulting Ltd, UKeiG Management Committee member & UKeiG Intranets Forum organiser

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The Intranet Now conference on 2nd September was a joyous success. There was more energy and a better sense of fun on the day than I have experienced in the last few years at any conference of that scale.

Wedge Black and Brian Lamb, who organised the conference, are two independent intranet consultants who were persuaded, or persuaded themselves, that it was high time the UK had its own independent intranet conference. It was only in April 2014 that they started putting together the elements that a conference requires, but by the time the 2nd September came they had procured a good central London conference site, well-known speakers and around 130 participants.

The morning was full of inspiring and useful presentations from Intranet names at the top of their form. Twenty speakers included Gerry McGovern, Elizabeth Marsh from Digital Workplace Group, Kim England from Pearson and Nigel Williams from Interact, to name just a few.

The day was marketed as a hybrid conference/unconference, so the afternoon was full of delegate-nominated discussions. Wedge and Brian did a great double act worthy of Morecambe and Wise in their cheerful efforts to get people to pitch their ideas for the sessions. They were so effective that at times people from one group were leaning into another group to contribute something in real time and then leaning back into their own again.

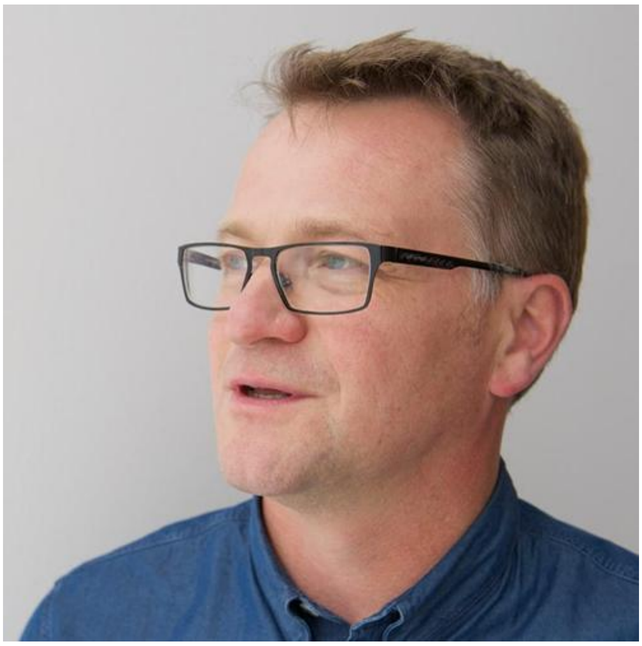
Collateral

There are no proceedings from the conference, but Wedge and Brian have maintained the dedicated website for Intranet Now and all the full slide decks from the presentations are on the site. Participants were avidly tweeting both comments and photos throughout the day, and a professional photographer was on hand all day to create a huge album of snaps. http://intranetnow.kilobox.net/ will give you the full agenda, the list of speakers and the presentations.

#IntranetNow will provide you with hundreds of comments and pictures of key slides

Interview with the Intranet Entrepreneurs themselves: Wedge and Brian!

Co-founder of Intranet Now Wedge Black



Co-founder of Intranet Now Brian Lamb

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UKeiG are proud to have been media partners for the organisers and a week after the event I interviewed Wedge and Brian. The story of the conference is best told in their words, so here is what they had to say:

DL: It's great news you intend to run this again this time next year. Have you thought yet about any changes you might make for the next one?

"It actually sounds like intranet managers would like a longer event next time"

Wedge: We've taken feedback from a proportion of the attendees and the weird thing is that it tells us that everyone liked the packed agenda and the fact we had so many speakers. But on top of that people would like a bit more time to ask questions. So it sounds like they want a longer event, which will be difficult, as we have to stop sometime after 5 pm!

DL: What about having a day and a half?

Wedge: Well that would be incredible, but people have said, you know "why not make it three days with workshops?" But it's all about costs, and the value to the attendees. As Brian and I evaluate the feedback accidentally we keep trying to design next year's event! But of course we've got plenty of time.

DL: It was wildly successful but you only started planning it in what, May?

Wedge: Yes, May-June, and then come July we were desperate to find the right venue. So we have done well in a short period of time.

DL: Did you find any scepticism about the tight deadline, or did people jump straight in?

Wedge: Well, occasionally people asked us "How are you marketing this?" and our answer was "We're not marketing it, but you know, we've got quite a few people saying hello to us on Twitter", which of course was a ridiculous thing to say, but it was true. We were asked to do a webinar, and we thought it would be good marketing. We worried we wouldn't have our key speakers lined up by then. But by the time it came to do the webinar, we were sold out!

"It really was social media marketing at its best"

Brian: Wedge is very well connected! He used those connections to the max. It might be a trite phrase, but it really was social media marketing at its best.

Wedge: It's not to say we didn't really appreciate the email newsletter that UKeiG sent out to its members (thanks for the plug Wedge! DL). It really made a difference, and although a lot of our marketing was social media, we did have some targeted email distributions as well, and that must have helped us reach the right people.

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“Part-time intranetters are awake! What’s different about Intranet Now was that there was a physical space where exactly those people could gather”

DL: At UKeiG we were particularly pleased at the number of people who came with practical experience of intranets. We’ve been aware for a long time now that for most people involved in intranets in the UK, it’s only part of their job. And that makes it harder for them to get away to intranet conferences.

Enthusiastic pitchers for the afternoon sessions

Wedge: Absolutely. If your role is in digital comms, or “comms” as we used to say, that’s where I was ten years ago. You see, if they’re wearing three hats but expected to do it all in a forty hour week, that’s our target market. I can demonstrate that because of the price Brian and I agreed (a ground breaking £60 for early-birders and a £120 full ticket price). We knew some people would have to pay for themselves, that it isn’t always just about an expense docket. And that’s what I mean about community – people in those jobs have been blogging about their intranets for the last ten years.

DL: So there is a community, and it didn’t take much prodding to wake them up.

Brian: They *are* awake! What’s different about the Intranet Now conference was that there was a dedicated physical space where exactly those people could gather.

DL: Yes, there was a strong sense of a latent community, and right from the start of the conference we were all on the same page, and making instant friendships.

Wedge: Well I hope that’s true. Obviously people were very nice and came up to talk to us during the day, but I hope they met each other as well.

DL: Just as a last thing. Looking back now, what has excited you most about the whole experience?

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Wedge: It's very exciting to create something from nothing. It feels like an act of creation, and it's such a privilege to have so many co-creators. And to look back and say: we have created something from nothing, feels special.

"It feels like it's got another decade in it!"

DL: And for the future?

Wedge: It feels like the event's got another decade in it. With the annual Intranet Now award, the topics that were showcased and the sponsors that wanted to be involved. I'm looking at this for the next ten years!

Brian: The strength of the response was very encouraging. Knowing that there is an online community where people are working and talking in the world of intranets and the fact that they came together at Intranet Now to demonstrate the strength of the community. It all shows us Intranet Now is here to stay.

DL: Brilliant! Is there anything you want to say directly to our eLucidate readers?

Wedge and Brian: Just that when it comes to planning next year, we want to hear even more real cases from real intranet managers. We may have some semi-famous speakers again, but it's not always about the speakers, It's about intranet managers sharing their intranet journey!

Intranet Now Diamond award

A very touching and thoroughly deserved presentation was made to Martin White of Intranet Focus at the end of the Conference, as the first recipient of the Intranet Now award for his remarkable contribution to the intranet community. Martin's surprise was palpable, and the applause from the participants made it clear how wholeheartedly they approved of Wedge and Brian's choice!

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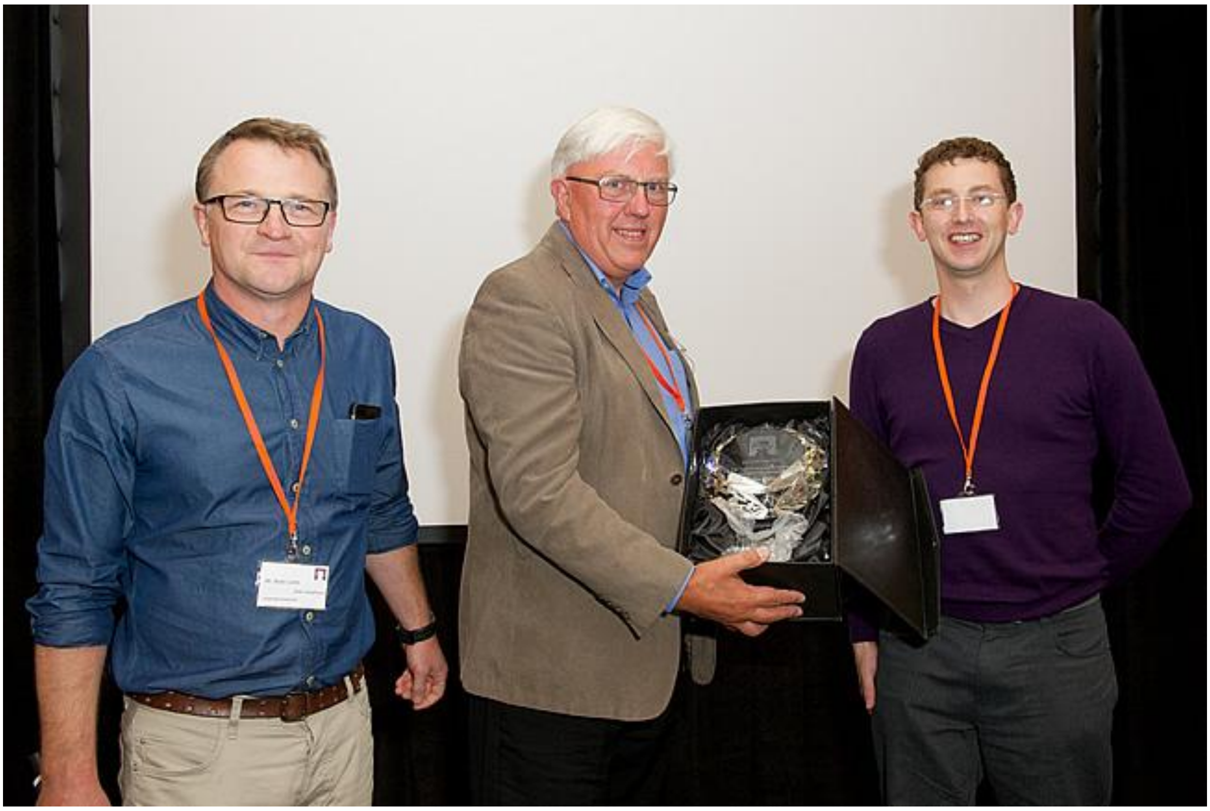

From Left: Brian Lamb, Martin White (recipient of the inaugural Intranet Now Diamond award), Wedge Black.

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Can we trust Wikipedia?

Michael Upshall, Consult MU – "Enhancing Digital Publishing"

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The dominance of Wikipedia as the default reference source is so great that all commercial encyclopaedias have been eclipsed by it. The sheer scale, and the editorial model of Wikipedia that led to its dominance, have rather masked some drawbacks of it. This article suggests some of those drawbacks that any information professional should be aware of.

Scholars and critics have commented on and frequently condemned the Wikipedia editorial model (many of them summarised in *Wikipedia's* own article 'Criticism of Wikipedia') but paradoxically, the greatest threat to *Wikipedia* as the default reference source for general information is, I believe, the very technology that brought it into being: the Internet, in its latest incarnation as the Semantic Web.

Range

With a print encyclopaedia, every page costs money to print. As a result, even the largest general print encyclopaedias contained relatively few articles: the French *Encyclopédie* had 60,000 articles, and a recent edition of Encyclopaedia *Britannica* 65,000. With over four million articles (Wikipedia 2014), the English language Wikipedia covers more subjects than any earlier encyclopaedia; even so, the number of potential articles appears to be infinite. Although *Wikipedia* guidelines for editors state that only 'notable' topics should merit an entry, there is little agreement on exactly what notable means. In practice, the all-embracing aims of *Wikipedia* mean it is difficult, if not impossible, to resist the inexorable inclusion of additional content. This indicates the impossible challenge that Wikipedia has set itself: in its aim to cover the entire spectrum of knowledge, it cannot set any limits to what is notable. *Wikipedia* is filled, as a result, with articles on topics of marginal interest or value.

The real issue here is quality. Range and quality are of course related. The larger the number of articles, the more difficult it is to curate them, and this seems to be what is happening with *Wikipedia*. *Wikipedia's* own table of Wikipedia article quality ratings reveals that there are over 500,000 entries that have never been assessed by a *Wikipedia* editor. In other words, *Wikipedia* acknowledges it cannot keep up with its own content generation. At the same time, the number of volunteer editors is declining: Wikipedia admitted in 2009 and again in 2012 (Meyer 2012) that the number of editors and administrators has been declining steadily since 2006.

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Quality

Traditional encyclopaedias usually start with a long list of contributors and their academic qualifications – the credentials are often as important as the names. Of course, anyone can edit *Wikipedia*, regardless of ability; the anonymity of contributors makes it impossible to determine who has edited any entry. One of the paradoxes of *Wikipedia* is that registration as a user ensures anonymity more than simply adding or editing content without registration – in the latter case the contributor's identity can be traced. By ensuring anonymity, and not providing sufficient curation, *Wikipedia* is open to allegations of simply representing the views of interested parties; in other words, it may be no more objective than the rest of the Internet.

In the absence of named contributors, *Wikipedia* employs a visible team of editors to review its own content – in public. It is common to see a *Wikipedia* article that has a message attached to it, for example 'This section may require clean-up to meet *Wikipedia's* quality standards'. It has set up a 'Cleanup Taskforce' to deal with inadequate content (Wikipedia 2013). According to its own (not very widely disseminated) quality rating, only around 0.63% of the 4.3 million articles are ranked by Wikipedia itself 'good' or better. An academic study suggests that the quality of articles in Wikipedia correlates with the number of edits they have received (Wilkinson & Huberman 2007). However, while the authors of this study state 'We also demonstrate a crucial correlation between article quality and the number of edits, which validates *Wikipedia* as a successful collaborative effort', I would argue in contrast that a high level of (voluntary) editorial input cannot be sustained, and an increasing proportion of *Wikipedia* articles will remain without independent editorial intervention. Wikipedia, in other words, is rapidly moving to an agglomeration of articles created and maintained by interested parties promoting a product, person or viewpoint.

Balance and Bias

Perhaps the biggest single problem faced by a traditional encyclopaedia publisher is to ensure balance. Major topics should have the longest articles, and all the articles should follow a similar style. But equally, there should be no consistent political or cultural bias. Such a structure requires substantial editorial capability on the part of the publisher. While one of *Wikipedia's* editorial signposts is the importance of balance, it is well nigh impossible to create balance using thousands of volunteer editors and contributors, all of whom have access to change the content at any time. Even *Wikipedia's* greatest admirers would admit that *Wikipedia* is more an agglomeration of content that will always lack balance, and the consequent lack of authority that this imbalance implies.

A further consequence of *Wikipedia's* emphasis on anonymity for contributors is that without being able to track authorship of content, *Wikipedia* is open to abuse by interested parties writing articles that promote a product or company. Astute readers of Wikipedia cannot have failed to notice the prominent notice at the top of every Wikipedia article during March and April of 2014. Undisclosed paid editing was what Wikipedia is trying to stamp out. The notice states, in no uncertain terms, that if you edit or write articles for Wikipedia, you must by law disclose if you are paid to do so. Will this tactic improve the quality of Wikipedia? It's very unlikely. In fact, it won't make any difference at all. Even though Wikipedia goes on to say the payment might be in kind, or even indirect:

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> *If you work for company Acme, and, as part of your job responsibilities, you edit Wikipedia articles about company Acme, you satisfy the minimum requirement of the Terms of Use if you simply say that you edit on behalf of company Acme on your user page.*

This sounds very clear. But the way that Wikipedia has been set up guarantees the anonymity of contributors and editors, so this directive can be ignored with impunity. To prove the point, I signed up to edit Wikipedia. I was told to give a name, and it was suggested to me that using my real name was not necessarily a good idea - fine, I called myself Michael Nobody. After that, I was asked to add an email address: But the email address is optional! I then proceeded to make a couple of small edits to articles (in fact Wikipedia helpfully took me to pages that needed editing). I edited conscientiously, I believe - I changed a capital S for a lower-case S, which is hardly very contentious. I removed the term "passionate" from the sentence: “The **Scottish Youth Parliament**, or SYP, is a democratic, politically independent, inclusive organization set up by a group of passionate youth workers working as a national voice for the youths in Scotland.” Who knows, they may well be passionate. But the whole process means that nobody knows who I was. Wikipedia will have a copy of my IP address, but the preference for anonymity for Wikipedia editors means that if I work for Acme, or Johnson & Johnson, or any other company, then nobody need ever be the wiser. I can't see how such a system can ever be changed to improve the quality of entries. Now, if Wikipedia had enough editors to check the articles already posted, it wouldn't be so much of a problem, but as has been pointed out elsewhere, there are more than 500,000 entries in Wikipedia that have never been edited. That's quite a bit of catching up to do.

An earlier version of this article was published in *Culture Unbound*, June 2014.

Michael Upshall has been providing consultancy for publishers on digital content and delivery since 2002. He managed the team that produced the UK’s first online encyclopaedia, The Hutchinson Encyclopedia, in 1999. He writes a blog about reference and encyclopaedia publishing.

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Web & Social Media Analytics

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Having first worked in the advertising and marketing sectors in the 1980s, I've seen some major changes in the ways that advertisers can monitor what is going on with their marketing campaigns. Perhaps the greatest change, apart from the sheer volume of data now available, is the way that all of us who use the Internet to promote our organisations, ourselves or just to share information with friends and colleagues, can track the impact of our activities. This column aims to introduce eLucidate readers to some of the tools, techniques and services available to help us understand the effectiveness of our online activities and, hopefully, improve them. In a world where any individual or organisation can have a website or a social media profile it is important to be able to measure levels of activity on those platforms. As the saying goes, "what can't be measured can't be managed".

This issue's article is an introduction to web and social media analytics and in future columns I'll look more closely at specific tools and services which you may wish to use to measure the effectiveness of your online communications.

Let's start with web analytics

If you are responsible for your organisation's or department's website then you should be using some form of analytics tracking software to measure who is visiting the site and what they are looking at. If you or your organisation have a public-facing website then its purpose is to promote something or, at the very least, engage with a target audience at some level. There are some basic things you need to know if you wish to evaluate the effectiveness of your site:

- How many unique individuals are looking at your web pages for any given time period?
- Geographically, where do these individuals come from?
- Which pages of your website are the most popular?
- How long are people spending on your site?
- What are the most popular landing pages and exit pages on your site?
- Which other sites are referring visitors to your site?
- How much traffic to your site is coming from search engines?

When you can answer the above questions then you're well on the way to understanding the dynamics of your site and can begin to then think about improvements or changes that need to be made. For example, if most of your visitors are coming from outside the UK but

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your target audience is UK-based then that is something to look at. Similarly, if most visitors are entering your site via a single page but then leaving the site within a few seconds and not looking at any other pages then there may be a problem with your content or layout. Or you may just find that only several people a week are looking at your web pages, a fairly common and dispiriting problem for many people when they first start looking at their analytics. I've helped a number of small companies over the years with their websites and a common misconception is their assumption that their website visitors will start on their homepage and then navigate their way around the site from there. However, the reality is that visitors to most sites will be referred from a search engine, which will point them to the page that most closely matches their search terms and is not usually the home page.

So how do you access this data? There are two key methods: web server log files and/or page tagging services such as Google Analytics. Depending on where and by whom your site is being hosted you may have access to the raw web server log files which are generated by the requests from other web servers passing traffic over to you. These log files can be analysed using a number of software packages including AWStats and Urchin, which will summarise the data in tabular and graphical formats. Page tagging services offer a similar function but rely on JavaScript installed on each web page to be tracked and cookies. Google Analytics is the most widely used page tagging service and offers detailed statistics via its web interface. Like AWStats and Urchin, Google Analytics is free. Both types of service have their strengths and weaknesses and will, by the nature of the way they collect data, present different numbers for the same metrics. However, for the average user either approach is sufficient. For the websites I manage, I use both methods as it gives me more flexibility to drill down on specific metrics. In a future column I will go into more detail on how to interpret the data these tools give you.

Now let's look briefly at social media analytics

If you only use social media services such as Facebook and Twitter for personal communications then you're probably not very interested in measuring the impact of your posts and tweets. Likes and comments on Facebook posts are a ready indicator of whether anyone is interested in what you are uploading. However, if you are posting on behalf of an organisation then you need to know whether your time is being well spent. As the volume of information posted and shared across social media increases it is becoming ever harder to be noticed. Several years ago it was relatively easy to use Facebook and Twitter to effectively promote your products and services but the "noise" in the system and the filters introduced by the platform owners have made this more difficult. Facebook now filters the News Feeds of its users and gives priority to updates from friends and family rather than corporate posts. This is partly a result of information overload in many people's feeds but also to encourage marketers to pay for sponsored posts rather than being able to put their promotional messages in front of people without paying Facebook. Corporate users of Twitter are also finding that for their posts to become visible in user's crowded Twitter streams they need to pay for sponsored tweets.

The good news for social media users is that all the platforms provide analytics data to help users understand the levels of engagements their posts are achieving. Twitter Analytics, for example, was made available to all users in August and allows you to see

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how many people have actually seen your tweets and levels of engagement in terms of clicks on embedded links, retweets etc. What may surprise many people is how few tweets are actually ever seen and how even fewer are clicked on. The half-life of a tweet is estimated to be about 20 minutes so unless someone has seen it by then it is increasingly unlikely to ever be looked at. Unless you have a particularly loyal following most of what you tweet will never be looked at. There are also third party services such as Followerwonk and Klout which provide data on the "social authority" of Twitter accounts based on their followers and who is sharing their content. While it is possible to buy Twitter followers and Facebook likes by the thousand, and some misguided and unethical marketers do, it is becoming easier to measure who has genuine followers and, as a consequence, who is worth following. I will explain what these tools can tell us in greater detail in a later article.

The bottom line is, as many digital marketers are finding out, that unless you are sharing information of value to others then you are probably wasting your time. Mark Schaefer, an authority on these matters, has written about what he calls "content shock" whereby the tsunami of digital content, much of it low quality, threatens to overwhelm many web and social media users. Posting relevant, timely and original information has to be at the core of what you do online whether your target audience is only a few hundred people or in the millions. Luckily, once you have created this information there are tools and techniques to help you track what happens to it once you have released it into the wild. I am looking forward to writing about these matters in the coming months.

Useful Links

Followerwonk - use this web tool to search for Twitter users that share your interests and analyse the activities and followers of accounts that interest you.

Google Analytics - find out more about the capabilities of GA and how to install in on your website. If you use a content management system such as Wordpress then installing it is very easy and can be done in a few minutes.

Google Webmaster Tools - if you manage a website then you should be using Webmaster Tools. Once you have registered and authenticated your site you can check it is being indexed by Google correctly, see what other sites are linking to your site (this is a more accurate list than many other link checkers) and a raft of other useful checks and tests.

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Information & Knowledge Management as a Driving Force for Socio-economic Development in Africa

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I am a PhD student at the University of Sheffield, Information School and I come from Malawi. I am a librarian for Kamuzu College of Nursing, University of Malawi. My PhD topic is "Experiencing HIV and AIDS information: a phenomenological study of serodiscordant couples in Malawi." As a PhD student from Africa studying in the United Kingdom it was important for me to go back and interact with colleagues.

The Standing Conference of Eastern, Central and Southern Africa Library and Information Associations (SCECSAL) was a great opportunity to interact with big names in the library and information profession in Africa. With support from UKeiG's student conference grant I was able to attend the 2014 edition of the conference.

SCECSAL is one the biggest regional conferences in Africa for library and information professionals. The 2014 conference was held in Lilongwe, Malawi from 28th July to 1st August 2014. The theme of the conference; *Information and knowledge management as a driving force for socio-economic development in Africa* was timely as Africa is struggling to address many problems affecting a cross section of its citizens.

One of the important sessions was on provision of information to rural farmers in Africa. The discussions at the end of the session addressed the shortfalls in library and information services with respect to provision of information to farmers. Session participants noted that rural farmers are a highly specialised category of information users. For example, they need information about markets and prices for their produce; weather information; information on agricultural inputs and agricultural finance, etc. The information is sourced from several different organizations including markets, banks, meteorological stations, etc. Considering that most farmers in rural Africa have low levels of education, the information has to be re-packaged to make it suitable for their needs.

The other important session was on knowledge and information for health care delivery services. Africa is ravaged by numerous health problems that affect the socio-economic development of the continent. Papers presented in this session highlighted the need for library and information services to reach out to the general public living in rural communities in Africa. Probably one telling example is demonstrating the importance of this topic is my PhD study. I am investigating the experience of HIV and AIDS information by serodiscordant couples in Malawi. Emerging results of my study suggest that HIV and AIDS information is designed without knowledge and consideration of the needs of the

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recipients. As a result HIV and AIDS information is experienced with negative emotions. This is true for other health related information.

Another topic addressed by the conference and important to the socio-economic development of Africa was information and knowledge services for people with special needs. Anecdotal evidence in Africa suggests that people with special needs are not able to benefit from public services such as education, health and judiciary because of poor access to information. The session highlighted the bottlenecks that still exist in many sectors of society in Africa that hinder people with special needs from accessing these services. Bottlenecks that were discussed included admission policies to educational institutions, and copyright laws that gag library and information services.

Conference resolutions

Based on issues emanating from the papers presented and discussed in the conference SCECSAL members made the following resolutions:

- Each SCECSAL member association should align its activities to the national and global development agenda and report on its post-2015 strategy at the XXII SCECSAL in 2016
- In line with parent institutional policies and strategies, libraries and information centres in the SCECSAL region should develop e-strategies that encompass open access, social media, digitisation and e-learning resources for the provision of optimal access
- SCECSAL member associations should host national conversations on the provision of information services to people with special needs

My time at the SCECSAL conference was beneficial in preparing for future work on my PhD and after graduating. I got useful feedback from Ruth Hoskins, Associate Professor at the University of Kwazulu Natal, and Joseph Uta, a professor at Mzuzu University. Beyond the PhD, training insights from presenters and participants from other countries will assist me to shape my interventions for the serodiscordant couples I am researching about. Based on what I learned from the conference I will intervene at the policy level to make HIV and AIDS information design responsive to the needs of the target audience. In addition, as a librarian at the University of Malawi, I will design community engagement interventions to address the shortfalls in information design and delivery identified in my study.

Acknowledgements

I am a Commonwealth Scholar, funded by the UK government.
My PhD is supervised by Ms Sheila Webber and Prof. Philippa Levy
I am grateful to UKeIG for sponsoring my participation in the SCECSAL XXI

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Two Perspectives on CILIP's New Professionals Day, 10th October 2014

1) Emma Cawley, University of Chester

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As a recent graduate I'm at the very start of my new career and admittedly a little daunted by the range of options and specialisms open to me - perhaps the perfect delegate for the CILIP New Professionals Day. I've recently started my first para-professional post in an academic library, I hoped the day would provide some insight into other sectors and help me to start planning the next steps in my career.

I attended a range of workshops that introduced me to the changing world of service development – starting off by considering the user experience through social anthropological methods in a workshop, "Hooked on a (UX) Feeling" by Georgina Cronin from the University of Cambridge. This is an area of practice that was new to me and really interesting as it demonstrated how services are changing – and also changing the professional roles that they offer – in order to engage with users and provide services that will best suit their needs. By combining qualitative data that was gathered via ethnographic methods including user observation, with quantitative data that was gathered by perhaps more traditional methods such as the university survey, they are starting to see quite interesting results that are providing a better understanding of how their service is used and how it might be developed for both existing and potential users. Georgina signposted us to a range of useful resources to provide a better understanding of user experience and also gave us an overview of techniques that we might want to consider within our own workplaces. It was interesting that Georgina's employer views this area of such importance that they have a dedicated role, but for many of us, if we wish to pursue this type of research at present, we will need to integrate it within our day to day roles.

From this I went in to a workshop aimed at making myself the best candidate for a new position, "Get that job" by Suzanne Wheatley from Sue Hill Recruitment and Jayne Winch from TFPL. This workshop looked at a range of areas to get a new position and further your career - starting with searching for a job, recognising the importance of your personal digital brand, the development of your CV, preparing for interviews and interview etiquette, then also reflection if you are unsuccessful. It was a fast paced workshop but mainly because there was so much to cover and consider! It did make me consider all of the different facets that are part of making yourself employable and getting the job that you want, perhaps some that I hadn't really considered. Especially how there is still some benefit when you don't get a job, through reflecting on the feedback you receive from the organisation but also personal reflection on where you feel

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that you struggled, where you did well and how you could use this to prepare for the next potential job.

Jan Parry, Vice President of CILIP, gave the keynote speech. Jan started by asking everyone in the room if they had a career plan and seemed quite shocked at the small number of hands that went in to the air. I must admit that my hands did stay by my side as at this early stage in my career the only plan had been to get a job, not where I might go from there. Jan then went on to share what her career plan had been and the interesting directions that her career had gone in – always linked to her plan but not always where she'd thought it would go. She stressed the importance of developing a career plan but to still be open to flexibility and diversity – as the role we want may not always have the words library or information in the title. Jan highlighted ways that we could get ourselves noticed within an organisation and also advised us to seize training opportunities to develop new and transferable skills. The main message that I took from Jan's presentation was the need to start developing a career plan – to challenge myself to think about where I want to be in five or ten years' time and then plan what I need to do to get there.

Moving into the afternoon I attended the professional registration workshop by Franko Kowalczuk from King's College London. Chartership is an important consideration for any new professional; some roles do list it as desirable or essential criteria within the person specification. Franko explained the Future Skills project and the changes this has made to the chartership process. He then took us through what needs to be included in the chartership portfolio and the types of evidence we need to include – looking again at the importance of reflection but this time within our day to day roles, training experiences, visits to other institutions and sectors. As someone considering chartership it was an interesting overview of what would be required and the opportunity to ask questions about the process.

The last workshop I attended focused on identifying what I can bring to a role that may be unique, perhaps as a result of interests or previous experience, "Make yourself a 'must have' and go places" by Emily Allbon from City University London. Emily shared her career to date – her role as law librarian at the UK Law School, the development of the Lawbore website for law students and the recent change to law lecturer. From this Emily has developed a number of top tips that include: gaining a good understanding of the whole business, working out where you can slot your skills to make an impact, thinking broadly about networks (as you may get benefit from non-library events or groups) and finding a "thing" that is yours (aka carving out a niche!) It was really interesting to hear about Emily's career path and to see how being a professional librarian may take you in directions you may not necessarily anticipate but that a lot of hard work is required.

At the end of the day the panel discussion also gave tips for career development – reinforcing some of the points that were discussed in the workshops and keynote speech. Advising us to be pushy and put ourselves out there, to be prepared to branch out and consider different areas, and also raising awareness of the importance of extra curricula activities – perhaps through joining our regional member network and special interest groups.

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I got a huge amount out of attending the event. I learnt more about my new profession but I also came up with a long list of questions that I need to research, and also reflect upon, to help me take the next steps in my career. The event also made me quite excited about the future and hopefully the opportunities that I will find. As a result I'm very grateful to UKeiG for sponsoring my attendance and would like to thank members for their support of new professionals.

2) Jessica Haigh, Leeds City College

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The CILIP New Professionals Day is a chance for recently qualified librarians and information professionals to gain advice about getting into the profession, moving on in their career, learn about the route to Chartership or Certification and hear from others in the industry about their career path and what advice they have for getting that all important first professional post.

I am very grateful to UKeiG for giving me the opportunity to travel down to London and attend this conference.

Welcome to CILIP

The welcome address by Simon Edwards, Member Advisor at CILIP, was a passionate and uplifting way to start the day. He congratulated us on choosing the greatest career in the world, where change is the new normal, and recognition of our value as information professionals is growing. This may jar with the frequent reports of library closures, and lack of support for libraries in education, but Simon's plea for us not to undersell our ability to retrieve information did not fall on deaf ears. The audience of new professionals, a "cacophony of librarians" from across many sectors, was clearly as focussed on promoting themselves and the need for information professionals as CILIP was.

Simon's tips for getting on in the industry were as follows:

- Get Chartered
- Keep up to date
- Develop professional networks
- Get involved with CILIP member networks

Hooked on a (UX) feeling: research, users and academic libraries

"David Attenborough in a Cardy", Georgina Cronin is User Experience (UX) Librarian at Cambridge Judge Business School. Her talk was in part a plug for the UX in Libraries conference in March 2015. She spoke about how she got into UX, traditionally an IT term for studying the experience of people using applications that has now expanded into other sectors, including ethnography and anthropology, Georgina's areas of interest.

She spoke of how UX can be used by librarians to work *with* vendors and suppliers, in order to move forward and produce better products. UX research can also lead libraries to implement improvements in user services and develop staff training tailored to the real

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needs of their teams. It allows libraries to identify user groups, including hidden users who may only use digital resources, and vulnerable users, who, through fear, peer pressure or accessibility needs may not be fully utilising library services.

UX research as done by Georgina uses ethnographic methods and results in qualitative data that can then back up quantitative data, such as the ever-popular annual survey. This research is presented as serious research projects, used to justify information and library services within organisations, and also to demonstrate the value of professional librarians, and librarians-as-researchers.

As part of the session, we did a cognitive mapping exercise Georgina has used to demonstrate what people find most valuable and important in library settings. We were given six minutes to draw our learning spaces, changing pen colours every two minutes. This very simple but effective exercise made me really think about how I see my workspace as a learning space, what parts of it are important to me and what maybe I see as superfluous. I can imagine this being a very effective way of measuring a user's wants and needs of a library service.

Georgina provided a long list of ideas and influences, including American librarian anthropologists and ethnographers Nancy Fried Foster and Donna Lanclos, and the UKAnthroLib blog.

This really was such a fantastic and inspiring workshop. I would highly advocate referring to the methods Georgina espoused. I certainly will be investigating how to implement this research into the libraries I work in.

Get That Job! Sue Hill Recruitment and TFPL

A straightforward presentation on tips for performing well in interviews, looking for work, and getting on in the industry, was my second workshop of the day. The presenters were from the now amalgamated Sue Hill and TFPL recruitment agencies, and were very positive about recruitment in the industry, which is apparently on the up! People are also becoming less afraid to change jobs and are using temporary contracts more to further their careers.

They gave us some really good tips about finding work, including the obvious registering with their agencies. Having a good "digital brand" was also emphasised, and certainly prompted me to update my slightly tired looking LinkedIn page! They also made the very good point that if you Tweet at ten in the morning, you aren't working, which prospective employers may pick up.

Interviews were also looked at in some depth, with tips including researching the organisation. Ask your agency consultants and professional networks for any information about the organisation or interview panel and re-read the job description and your application form, compiling a list of questions to ask them. There was also advice on interview etiquette and some practice in maintaining eye contact, which reduced myself and the other UKeiG-sponsored delegate to giggles over my ability not to blink!

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This was a very functional presentation that really hammered home those important skills to getting that job, and I am now looking at ways I can improve my CV and get it out there.

Keynote Presentation - Jan Parry

Perhaps the strangest but most uplifting part of the day was the keynote speech given by CILIP Vice President Jan Parry. Jan has had a varied and mixed career, from becoming a qualified information professional in her thirties after working in the Jobcentre and Health and Safety Executive to providing information support to the Hillsborough Independent Panel.

Jan is an incredibly forthright and frank speaker. She started by telling us that we should never expect to be asked to progress, in fact this was the running theme of her presentation; it is our career, and we should be the ones to control it. There are many jobs, some without the words ‘librarian’ in the title, that could be considered a career pathway for an information professional, and we should by flexible and willing to do other things.

Jan also evoked the practice of ‘getting noticed’ in the workplace; giving bosses statistics and feedback from users and keeping evidence of everything done. Her other tips included:

- Don’t let managers make decisions about your career for you
- Beware the envy of your colleagues and do not put up with workplace bullying
- Get a good mentor-and don’t stick with bad ones, or ones that make you feel negative
- Don’t stay in the same place forever, and don’t presume you are safe

I have to admit leaving Jan’s presentation a little scared for my future, as career progression sounds a very daunting and time consuming task, with very little leeway for commitments outside of work that are not library-related, however Jan was very clear to say that everyone is different, and what works for one may not for others. My lasting impression was that one must have confidence in one’s career, and must fight for one’s right to progress.

Professional Registration

There was a workshop on the changes made to Certification and Chartership through CILIP that have recently come into place through the “Future Skills Project”. Professionals wanting to Charter may now start straight away, no more waiting a year after qualification. They must be a member of CILIP, and must have a mentor, and they can then start the process of starting their portfolios. This, again, was a rather practical workshop listing the things that formed part of a portfolio, and the best way to go about presenting them. Chartership seems like a positive way to prove experience within libraries aside from that in the employment section on your CV, and also expand your professional network.

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Make yourself a 'must have' and go places

My last workshop of the day was with Lawbore founder, law librarian and very recently lecturer in law, Emily Allbon. She spoke about her experience and career within academia and gave some tips for career progression within an organisation:

- Gain an understanding of the whole business, what their "paying points" are, and how you can measure your impact within these
- Don't limit yourself to "library stuff" (another big theme of the day, and made me realise that we're no longer being encouraged to see ourselves as librarians but as "information professionals")
- Develop new skills, new ways of connecting people with information and keep working on existing ones, such as teaching
- Communicate with "outsiders" in your organisation, think broadly about your networks and think about where you want to go within your organisation
- Carve out a niche. Find a "thing" that is yours, such as the website, or creating eLearning packages
- Raise your profile and push your work forward

Conclusions

In general, the whole day's message seemed to be that, within library and information work, it isn't what you do every day as part of your regular job role that gets you noticed. You have to work tirelessly on your CV, your professional networks, your digital profile, the extra curricula stuff that gets you noticed in your organisation (and then outside of it, through sharing what you do online). The hardest things are getting your foot in the door, learning to manage staff with very different career paths and expectations to yourself, and having to move sideways a lot to gain the experiences and skills needed to move up. However, as Simon Edwards said in his welcome address, this is the greatest profession in the world, can be incredibly rewarding and is growing in importance all the time. As the information society and economy grows in power, we as information professionals have a duty both to our wider industry and ourselves to make sure we are at the heart of it.

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Digital Content Curation

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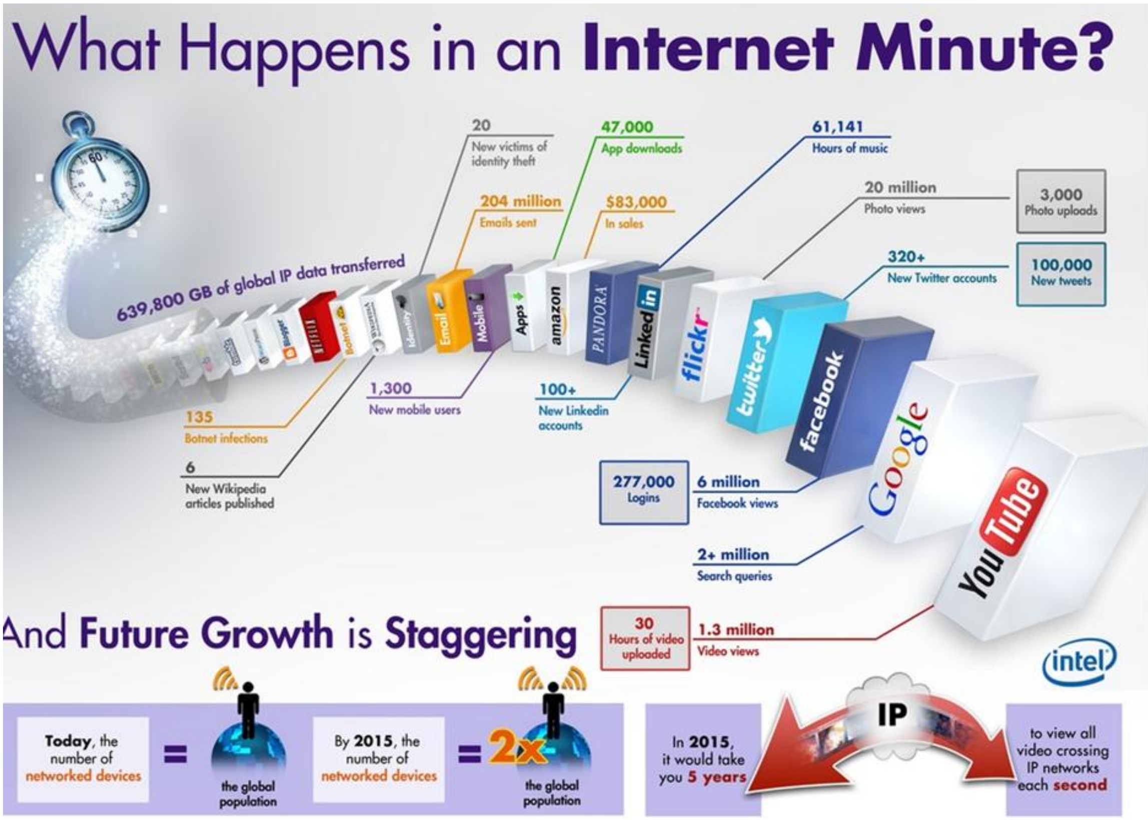
On the 25th September 2014 I attended the course "Digital Content Curation: making sense of a complex world", thanks to a sponsored place by UKeiG. This interesting and thought-provoking workshop took place in Euston House, London, and was presented by Steve Dale who is the founder and CEO of Collabor8now Ltd.

Information overload has become a typical phenomenon and it is becoming increasingly difficult to sift through all the information available to find which is the most relevant. The image below is just an example of how much information is generated in a minute. Content curation is therefore a vital skill that involves aggregating, organising and presenting information in a useful manner by adding value to it. The Seek-Sense-Share model by Harold Jarche forms the basis of curation.



See http://www.primaryimage.com/wp-content/uploads/2013/05/Intel-one-minute.jpg

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The course was a mix of presentations and hands-on sessions where I developed an understanding of the difference between aggregating and curating, the key skills for becoming a curator, good practice for content curation and the importance of attribution and copyright. I also developed familiarity with various Content Discovery Tools such as Scoop.it; feedly and Newsle and tools for organising information such as Diigo, pearltrees, Newsly and Evernote. I have already started using Storify and Google Alerts and am finding them very helpful.

In addition to the networking opportunities, this course enabled me to gain an enormous amount of knowledge in a relatively short time, from someone who has done this work thoroughly. I now feel much more confident and as Steve rightly mentioned, “You can’t learn to fly by watching the pilot”, hence I will be working on the slides, exercises and notes which Steve very kindly shared with us to further develop my understanding and skills for curation.

I was delighted as not only did I get a sponsored place but attending the course also helped me to work towards my Chartership as it touched on various elements from CILIP’s Professional Knowledge and Skills Base (PKSB) such as Knowledge and Information Management, Organising Knowledge and Information, Knowledge Sharing and Collaboration and Collection Management and Development.

Altogether, a very interesting introduction to a **complex** topic and I would recommend this course to anybody new to curation.

A useful source to get you started on curation is a blog by Beth Kanter, so check it out.

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Online

Joy Cadwallader, Aberystwyth University (Aberystwyth Online User Group). Please send your submissions for the next edition to

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Adept Scientific

Like many people with a role in supporting the use of EndNote at a UK university, I was very sad to find out that Adept Scientific, the EndNote license distributor and constant source of advice and training, has gone into administration. The staff at Adept Scientific have been a lifeline for many of us, and we've appreciated all their efforts over the years to help us help our customers.

Amazon/Hachette

Over one thousand Hachette authors including Stephen King, John Grisham, Donna Tartt and Philip Pullman have taken action under the banner "Authors United" in response to tactics by Amazon to discourage online sales of Hachette books during an ongoing pricing dispute. These tactics have included delays in shipping, reduced discounts and blocked pre-orders. Authors United have published an open letter to the Amazon board in the New York Times, urging them to withdraw the tactics and making the case for traditional publishers with particular reference to their role in supporting new writers. The dispute stems from Amazon's view that an e-book should be cheaper than a print book, and Hachette's view that they should be able to set prices for their titles. Meanwhile the Financial Times have reported (in a paywalled article) that Authors United have called upon the US Department of Justice to open an antitrust enquiry. There are lots of reports on the dispute in the trade press and beyond; this post by John Biggs in TechCrunch on 9th August opens with Amazon's reference to Orwell in one of their ripostes, but comments further on their PR success in this dispute. Then news emerged on 13th November (NY Times) that the dispute was resolved, just in time for the big pre-Christmas shop on books. In a multi-year deal, Hachette will be able to set their own prices however Amazon will provide incentives to Hachette to discount. Neither party has commented to the press about the detail of the deal, however the dispute has been ugly and is likely to flare up again when the multi-year deal is up.

Court of Justice of the European Union

An interesting press release for two reasons; the Court of Justice of the European Union (CJEU) have said that EU governments may allow libraries to digitise books in their collection without rights owners' consent in order to make them available at "electronic reading posts" but rights holders must be fairly compensated if library users want to print them or store to USB. Reason one: looking forward to seeing what the UK government makes of this. Reason two: what's an electronic reading post? Please educate me.

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SWETS

On 23rd September SWETS the serials subscription management company was officially declared bankrupt in the Netherlands, another sad story in the information business. Many serials management staff in university libraries and other institutions have found themselves looking for a new agent e.g. LM, EBSCO etc. and hoping to ensure continuity of access to their online journals at a difficult time. This article by Kevin Smith (Duke University) makes the case for direct ordering and using a secure online payment service such as ESCROW (rather than choosing another agent) to ensure a more secure financial footing for libraries.

University of Iowa

A great story (thanks to Infodocket for the heads-up): the University of Iowa are planning to digitise a collection of 10,000 science fiction fanzines from the James L. "Rusty" Hevelin Collection which they acquired in 2012. The press release notes that a small selection of fans will be transcribing, indexing and annotating the contents in preparation to make them available through an searchable, full-text fanzine resource. There's a labour of love!

Welsh Centre for International Affairs/National Library of Wales

An award of £920,000 from the Heritage Lottery Fund has been made to the Welsh Centre for International Affairs (WCIA), a registered charity based in Cardiff, for a four-year project *Wales for Peace*, "to explore how Wales has contributed to the search for peace since the First World War". The WCIA have already been working with the National Library of Wales (NLW) to digitise the WW1 Welsh Book of Remembrance and the collaboration will continue in the Wales for Peace project to develop transcription software for the contents of this decorated volume. Find out more about the Wales for Peace project.

World War I

The 100-year anniversary of World War I has been characterized by the release of some wonderful online resources. The UK National Archives have just launched First World War: A global view, a fantastic interactive map indicating all the locations of conflict with links to detailed records. In their Operation War Diary portal, the National Archives are making available online 171 unit war diaries of Indian soldiers who were brought to Europe to fight on the Western Front.

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Book Review: Information Governance and Assurance: reducing risk, promoting policy

Alan MacLennan
London, 2014
ISBN: 978-1-85604-940-5

Reviewed by Professor Charles Oppenheim, Consultant, c.oppenheim@btinternet.com

This book's blurb describes it as a "comprehensive textbook". Textbook it clearly is, appearing as it does to be primarily aimed at students of the subject and to busy information managers who need to get a quick overview of the topic. But it does not go into enough detail to justify the word "comprehensive". This 196 page paperback has chapters entitled: Introduction; The Laws and Regulations; Data Quality Management; Dealing with threats; Security, Risk management and business continuity; and Frameworks, policies, ethics and how it all fits together. This is complemented by a list of acronyms and definitions of some technical terms, answers to some exercises and discussion points, and a reasonably good index. The book provides an introduction to the subject from a UK point of view, though most of the principles enunciated would apply in other countries.

The book is written in a clear, concise and readable style. The text includes appropriate and interesting case study examples in places, and the exercises and discussion points would make it useful for a small group to work together. Towards the end of the book, suggested points that should have arisen in these discussions are provided. There is a selective, but useful list of references to further reading after each chapter. So there is no question that the book provides a user-friendly and helpful introduction to information governance and assurance. I was particularly pleased to see the author urging extreme caution before using the cloud to store sensitive information, and was also pleased to see a decent discussion of CILIP's ethical principles for library and information staff included.

It is a strange book review by Charles Oppenheim that does not include some caveats, and this book review is no exception. Whilst I recognise that the decision on the price of the book is the publisher's alone, this is an expensive paperback for the (I presume) primary market, i.e., students on information management courses. I have also have some criticisms of the content. In the list of acronyms, the explanation for the name "Jisc" is badly out of date, and some acronyms to be found in the body of the book are not noted in the listing. In the glossary of terms, the definition of "data" is not one that is widely accepted. On page 14, The National Archives are mis-named. The statement on page 15 that the European Community issues Directives overlooks the fact that it also uses so-called Regulations, and the text fails to distinguish EC Regulations from UK Parliamentary Regulations properly. It also fails to distinguish legislation that emanates from the UK alone, such as Freedom of Information, from legislation that is driven by the EC, such as data protection, and from legislation that is a mixture of the two, such as copyright. The

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author states wrongly that a Freedom of Information requestor must give their real name; they don't have to, but failure to provide one means their ability to appeal against a refusal is reduced. He also fails to discuss the copyright limitations on what a requestor can do with requested information. In the discussion on data protection on page 21, the important word "school" is missing before "educational", and when discussing the data protection principles, the author fails to stress that all UK organisations are obliged to follow them. It is also surprising that the further reading for the chapter on the law fails to offer references to basic textbooks on those laws. I found the chapter on threats somewhat paranoid in places, but others may well find it reassuringly robust. However, the claim that the way to deal with the disgruntled employees is "not to have disgruntled employees" is naïve, to say the least. I would have liked to have seen more on how to assess risk and to identify the greatest risk factors, so that prioritisation of risk reducing efforts can be carried out. Finally, the discussion of the COSO Enterprise Risk Management Framework should have been accompanied by a reference to the source.

To sum up: despite my numerous minor criticisms, this is a user-friendly text that is not only aimed at students in the field, but is also of value to practitioners in all types of organisation needing a quick overview of the issues.

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Book Review: Web Metrics for Library and Information Professionals

David Stuart
London, 2014
ISBN: 978-1-85604-874-3

Reviewed by Dr Martin De Saulles

David Stuart's "Web Metrics for Library and Information Professionals" is an authoritative overview of the origins of and evolution of web metrics with a focus on their relevance to the information profession. The author's background as an academic researcher at King's College London means he approaches the subject more from a research perspective than from a practitioner's one. This results in a book particularly relevant to an academic audience although practitioners wishing to know more about the technicalities of web metrics will find much of value here.

As a lecturer in digital marketing who teaches across a range of computing and LIS courses, I found the book's first several chapters especially useful. Stuart describes the connections between bibliometrics and web analytics and shows that librarians have had measurement as a key part of their job for many years. In Chapter 2 he outlines the evolution of metrics as used by the library profession and the origins of web metrics. He makes the point that web analytics have their origins in marketing, making it more applied than bibliometrics, which often have a more abstract heritage. However, he shows that some marketing tools such as Google Trends are also useful for academic researchers because of the breadth of the data they provide access to. The discussion on relational and evaluative metrics may appear a little academic to some readers but it provides a useful foundation for understanding web metrics and how they differ in what they are measuring and how their outputs might be used.

Chapter 3 goes straight into the nuts and bolts of the web and its underlying architecture as well as the basics of how search engines work. These are important things for any information professional to understand and something I try to get across to my students. Knowing why a URL looks the way it does and what is going on in the background of a Google search is essential before the finer points of analytics can be understood.

In Chapter 4 Stuart moves on to ways we can measure activity on the web and provides a basic but useful overview of the most popular web tracking software, Google Analytics (GA). Importantly, he acknowledges that many librarians will not have access to this type of data as they will be dependent on the content management systems set up by their IT department. However, by understanding the value that software such as GA can provide it may help LIS professionals make the case to have it installed on their web pages. The focus of this chapter is on services providing external measures of web activity such as Alexa and Google Trends. These provide a more macro view of the web by aggregating data on user activity. This data is interesting to the researcher but of less value to the

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librarian wanting to know whether their website is achieving satisfactory levels of activity. However, the author does point to other books that focus on internal web metrics.

Social media is the focus of Chapter 5 and considers the ways to measure activity across different platforms as well as some of their limitations. Some useful Twitter tools are discussed which allow users to evaluate how effective different accounts are in terms of their engagement with followers.

Chapter 6 explores the subject of network analysis and ways to track and measure a variety of online relationships. While this may not have too many practical applications for most librarians it is an interesting chapter for anyone who is new to relational network analysis. As social networks become more embedded in our personal and work lives this will be an increasingly important area to understand.

The rest of the book looks at data formats as they are used in web environments and how these are being used to move us closer to the semantic web where machines can understand both structured and, to some extent, unstructured data. This is the direction search engines and other web services are heading with the ambition to provide answers to users rather than just links to millions of web pages.

Overall, this is a very interesting book that covers a range of technical areas. For anyone interested in bibliometrics who wants to better understand how the web presents both challenges and opportunities to the information science community then this is a great introduction. The author is clearly knowledgeable about metrics and makes some useful connections between the applied and research worlds. Any information professional or student wanting a considered overview of some of the key metrics for providing information services in a digital world would be advised to read it.

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New & Forthcoming Books

The following selection of published and forthcoming books is relevant to members' interests. Please email the editor – gary.horrocks@gmail.com - if you are interested in reviewing one or more of them. Similarly, if you are aware of any publications that you feel would be of interest to eLucidate readers, please alert us or consider a review.

Information Ethics
Reflection and practice
David McMenemy
Forthcoming
ISBN: 978-1-85604-939-9
A practical, comprehensive guide to ethical issues in library and information work. The book considers the over-arching ethical concepts impacting on all library and information professionals and will be of interest to both practitioners and students. Practical guidance to ethical dilemmas is provided through discussion of international real-world examples of actual ethical situations throughout the text. A resource guide and suggestions for further reading are provided and model policies that can be used by practitioners to support ethical practice are included as appendices.

Information Needs Analysis
Principles and practice in information organizations
Daniel G Dorner, G E Gorman and Phillip J Calvert
Forthcoming
ISBN: 978-1-85604-484-4
Analysing and assessing the information needs of clients is key to the provision of effective service and appropriate collections in both face-to-face and virtual library services. The importance of information needs analysis is widely recognized by information professionals, but currently there is little substantive, detailed work in the professional literature devoted to this important topic. This new book is designed to fill that gap; by supporting practitioners in developing an information needs analysis strategy, and offering the necessary professional skills and techniques to do so. It will offer guidance to team leaders and senior managers in all areas of library work, especially those involved in collection management, service provision and web development, and is equally applicable to the needs of academic, public, government, commercial and other more specialized library and information services. The text adopts a hands-on, jargon-free approach, and includes relevant examples, case studies, reader activities and sources of further reading. Key areas covered include:

- What is information needs analysis?
- How is needs analysis conducted?
- What are the varieties of needs analysis?
- How are analyses evaluated and reported?

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[Digital Asset Management in Theory and Practice]
Mark Hedges
Forthcoming
ISBN: 978-1-85604-935-1
This practical handbook provides information professionals with everything they need to know to effectively manage digital content and information. The book addresses digital asset management (DAM) from a practitioner's point of view but also introduces readers to the theoretical background to the subject. It will equip readers with a range of essential strategic, technical and practical skills required to direct digital asset management activities within their area of business, while also providing them a well-rounded and critical understanding of the issues across domains. Digital Asset Management in Theory and Practice includes an evolving case study that serves to illustrate the topics and issues addressed in each chapter, as well as a sequence of practical exercises using freely available DAM software.

[Introduction to Information Behaviour]
Nigel Ford
Forthcoming
ISBN: 978-1-85604-850-7
This textbook is an essential resource for students, academics and researchers globally exploring information behaviour, users and information literacy. Drawing on international research, practice and theory across sectors this provides an authoritative overview of the information behaviour field today. Invaluable reading for library and information courses as well as related social science courses this will also prove useful for LIS professionals grappling with user issues in their day-to-day work.

[The No-nonsense Guide to Licensing Digital Resources]
Naomi Korn with Charles Oppenheim
Forthcoming
ISBN: 978-1-85604-805-7
Expert hands-on advice helping you to make the most of digital resources. Whether you're using, creating or providing access to digital resources you will need to have a practical understanding of the relevant legal and licensing issues that might arise. This no-nonsense guide provides easy-to-follow and pragmatic solutions to working with everything from e-journals and repositories to databases and image collections from an expert in the field. You might find yourself managing permissions, trying to trace rights holders or having to negotiate licenses but this doesn't have to be a complex and confusing task with a good understanding of the relevant legal principles and a sensible risk management approach. Case studies drawn from across the globe and from every sector illustrate relevant real-world problems and answers, while flowcharts and checklists provide visual reminders of key points. A handy glossary also offers relevant explanations of legal terms. With the focus on UK and EU law the key topics covered include:

- Intellectual property rights and digital content
- An overview of licensing
- Digital content and licensing workflow
- Research outputs and open access

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- Dealing with orphan works and risk management
- Creating and using open educational resources
- Using and understanding creative commons licences
- Managing rights and permissions
- Negotiating permissions

This is an invaluable toolkit for information professionals using, creating or providing access to digitised materials whether in academic, public or special libraries, archives or museums. It is also an essential guide for academics, learning technologists and researchers working with digital content. It provides an ideal introduction for LIS students and academics who want to get to grips with the law regarding digital resources.

More Library Mashups
Exploring new ways to deliver library data
Edited by Nicole C Engard
Forthcoming
ISBN: 978-1-78330-035-8
Nicole Engard follows up her groundbreaking 2009 book Library Mashups with a fresh collection of mashup projects that virtually any library can emulate, customise, and build upon. In More Library Mashups, Engard and 24 creative library professionals describe how they are mashing up free and inexpensive digital tools and techniques to improve library services and meet everyday (and unexpected) challenges. Examples from libraries of all types are designed to help even non-programmers share and add value to digital content, update and enhance library websites and collections, mashup catalogue data, connect to the library's automation system, and use emerging tools like Serendip-o-matic, Umlaut, and Libki to engage users, staff, and the community.

The Network Reshapes the Library
Lorcan Dempsey on libraries, services, and networks
Lorcan Dempsey
Edited by Kenneth J Varnum
September 2014
ISBN: 978-1-78330-041-9
This collection of insights from library technology guru Lorcan Dempsey offers readers valuable reflections on emerging trends and key areas of concern as well as a visionary approach to libraries' future. Over the last decade, Dempsey's writing has covered diverse and wide ranging topics including the evolution of libraries, from how library organization, services and technologies are co-evolving with the behaviours of their users to support their changing research and learning needs, to how the curatorial traditions of archives, libraries and museums have come together in the digital environment. This selection of posts, originally from Dempsey's blog, has been expertly curated by Kenneth J Varnum to showcase Dempsey's dual ability to firstly explore an issue and then to reveal the higher-order trends. Using this method, Dempsey provides his incisive perspective on where libraries have been in the last decade as well as his prescient insights into future trends and directions. The book is organised into 9 topical chapters:

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- Networked resources
- Network organization
- The research process and libraries' evolving role
- Resource discovery
- Library systems and tools such as search indices and OpenURL link resolvers
- Data and metadata
- Publishing and communication, including blogs, social media, and scholarly communication
- Libraries, archives, museums, and galleries as "memory institutions".
- Readership: The book concludes with a selection of favourites hand-picked by Dempsey himself and will be essential reading for students, library strategists, administrators, technology staff and anyone with an interest in the future of libraries

The Top Technologies Every Librarian Needs to Know
Kenneth J Varnum, editor
July 2014
ISBN: 978-1-78330-033-4
Varnum and a team of contributors look ahead over the most important technologies likely to impact library services over the next five years. It shows library technology staff and administrators where to invest time and money to receive the greatest benefits. Their ideas will stimulate strategic thinking and help library staff make informed decisions about meeting user expectations and delivering services. Highly informative for any library, the diverse chapters include: Impetus to Innovate: Convergence and Library Trends; Hands-Free Augmented Reality: Impacting the Library Future; Libraries and Archives Augmenting the World; The Future of Cloud-Based Library Systems; Library Discovery; Web Services as the New Websites for Many Libraries; Text Mining; Bigger, Better, Together: Building the Digital Library of the Future; and Open Hardware in Libraries.

Sustainability of Scholarly Information
G G Chowdhury
July 2014
ISBN: 978-1-85604-956-6
This landmark text represents the first attempt to discuss the sustainable development of digital information in three key aspects: economic, social and environmental sustainability. Taking as its starting point the premise that digital information systems and services form the backbone of a knowledge society and digital economy, this book explores the challenges of ensuring sustainability of information in an evolving digital world. Chowdhury addresses the key factors and policies influencing digital information sustainability and presents a new balanced model of sustainability for digital information systems and services. Illustrated with case studies and informed by the latest research and policies, this cutting-edge text is a must-read for anyone concerned with the future of the information profession.

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Customer-based Collection Development
Karl Bridges, editor
June 2014
ISBN: 978-1-85604-931-3
This essential guide to customer-based/patron-driven collection development will allow librarians to navigate the rapid changes in what users expect of libraries. The traditional “top down” approach to collection development definitely has its drawbacks: even after spending a good deal of time, energy, and resources, librarians are sometimes frustrated to find that their library’s collection is not being used as they anticipated. But there’s another strategy that’s gaining momentum. This book gathers together the best practitioners in the emerging field of customer-based collection development to find out what library users need and want and provide strategies to allow librarians to manage collections accordingly. Drawing on the experiences of professionals from a variety of academic and public libraries, Customer-based Collection Development:

- Offers strategies for planning and implementing a customer-based collection programme
- Summarises its potential impact on a library’s budget
- Discusses cataloguing implications, and other day-to-day operational issues
- Presents guidelines for evaluating and marketing

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About eLucidate

eLucidate is the journal of the UK Electronic Information Group. It is usually published four times each year, in February, April, September and November. Its aim is to keep members up to date with developments in the digital information environment, as they affect professionals. The journal is provided free to UKeiG members.

Notes for contributors
eLucidate welcomes articles or ideas for articles in the areas covered by the journal. UKeiG is always on the lookout for feature writers, reviewers both for books and for meetings, as well as respondents to articles. Sadly, we don't pay contributors, but contributors retain copyright of their articles and can republish their articles elsewhere.

If you are writing for eLucidate, please follow these simple guidelines:

About the members
Our membership comprises information professionals involved in the dissemination and/or delivery of digital content and services. Our membership base is two-thirds academic, one-third commercial, as well as some public libraries. A key benefit of the group is that meetings and forums provide "crossover" insight from one area to another: members see it as a way of keeping up to date in areas outside their core. Few other organisations provide this kind of cross-sectoral awareness. The focus of the group is the UK, in the sense that authentication concerns tend to be around JISC tools such as Athens and Shibboleth. But the issues of digital provision are of course global. The most popular training courses we run are on search tools – Google and others, ebooks and how to deal with them. Other popular strands include Intranets, content management, bibliographic software, and ebooks.

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. Each article should be prefaced by a short summary (around 50 words) that can be used when displaying on public search engines an outline of the article, and to display on the non-member section of the website.

What to write
A key aspect of UKeiG is that it provides insight from one area to another – members see it as a way of keeping up to date in areas outside their core expertise. Because the membership is quite disparate, ranging from pharmaceutical information professionals to public librarians, you should not assume readers are as familiar as you in the subject area.

The most valuable viewpoint you can give is that of an end user. UKeiG is not a place for theoretical debate, but a forum where peers can share their experiences and understanding. So, if it worked for you, tell others. If it didn't, tell others why not.

How to submit
Please e-mail your articles to gary.horrocks@gmail.com Articles should be delivered in Word format. Images are welcome – they may be in gif or jpeg formats.

Rights
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About you

Please provide a 10-20 word biographical summary about yourself to appear at the end of the article.

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.

Brief for book reviews

Book reviews are typically 600-1000 words. Because UKeiG is independent of any publisher, we are not obliged to have favourable reviews. If you think a book is poor, then by all means explain why. Members and non-members alike are welcome to suggest books for review or to submit reviews.

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