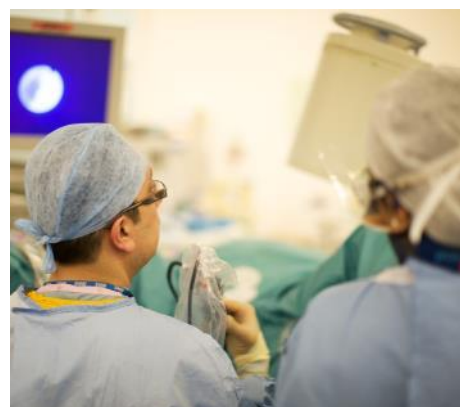


Knowledge for Healthcare – Library and Knowledge Services Development Needs Analysis 2019



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for health and
healthcare

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Executive Summary

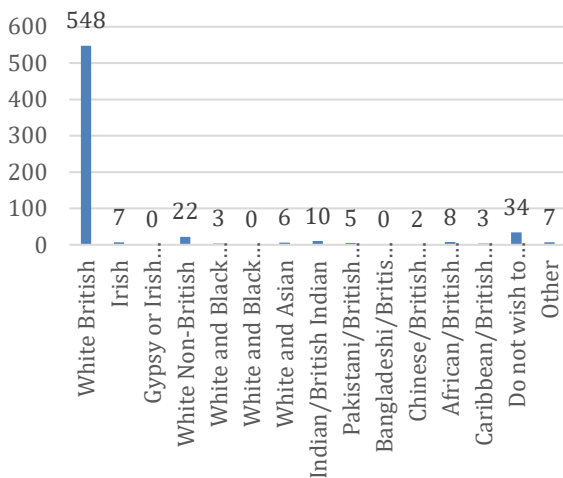
Top Ten Development Areas (By Banding Groups & Overall) 2019				
Overall	Band 2-4	Band 5	Band 6	Band 7+
Emerging technologies	Literature searching/Information retrieval	Emerging technologies	Demonstrating value and impact	Emerging technologies
Literature searching/Information retrieval	Marketing & promoting services	Critical appraisal	Emerging technologies	Quality improvement
Demonstrating value and impact	Healthcare database searching/HDAS	Literature searching/Information retrieval	Management skills	Demonstrating value and impact
Marketing & promoting services	Emerging technologies	Demonstrating value and impact	Synthesizing and summarising evidence	Advocacy
Critical appraisal	Social media and collaborative tools	Synthesizing and summarising evidence	Systematic reviews: Supporting users to undertake	Key performance indicators (KPIs)
Synthesizing and summarising evidence	Classification & cataloguing (including taxonomies & ontologies)	Teaching and training skills (generic)	Critical appraisal	Costing and pricing library services
Quality improvement	ICT Skills	Knowledge sharing and collaboration	Literature searching/Information retrieval	Stakeholder engagement
Teaching and training skills (generic)	Teaching and training skills (generic)	Marketing & promoting services	Quality improvement	Change management
Social media and collaborative tools	Demonstrating value and impact	Systematic reviews: Supporting users to undertake	User experience research	Strategic planning
Healthcare database searching/HDAS	Document delivery and inter library loans	Leadership skills	Business and financial management	Knowledge sharing and collaboration

Demographically, the responses to the 2019 Development Needs Analysis Survey match those of previous surveys and of the wider 'what is known' across libraries, so we believe that this is a fair and accurate representation of the Health Library and Knowledge Sector workforce. There was a drop of 14% in respondents from 2017 to 2019 – in real figures a reduction from 758 to 656.

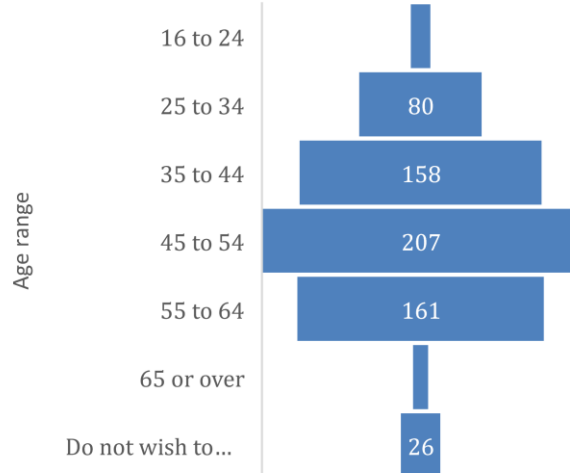
Reports have been produced that analyse the data across the Health Education England's regions and across four banding groups – Bands 2-4, 5, 6 and Band 7+. These reports are available request by contacting either Michael Cook (Michael.cook@bolton.gov.uk) or Gil Young (gil.young@hee.nhs.uk).

About You – Demographics

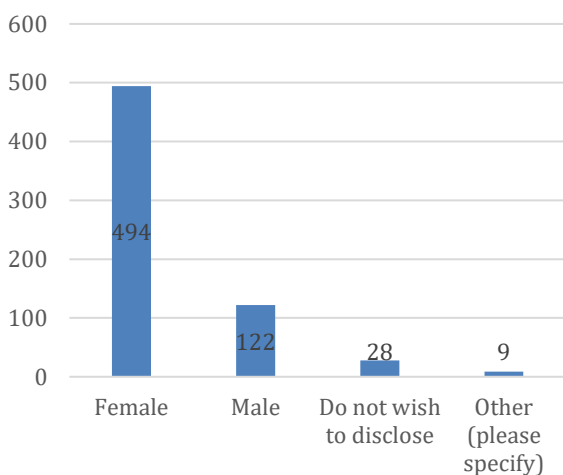
What is your ethnicity?



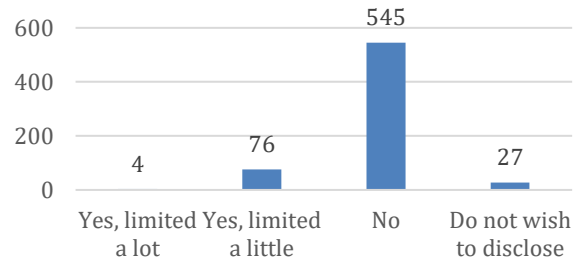
What is your age?



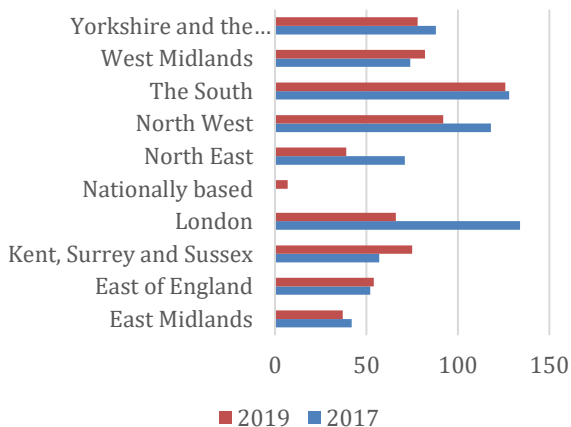
I Identify my gender as



Are your day-to-day activities limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months (including...



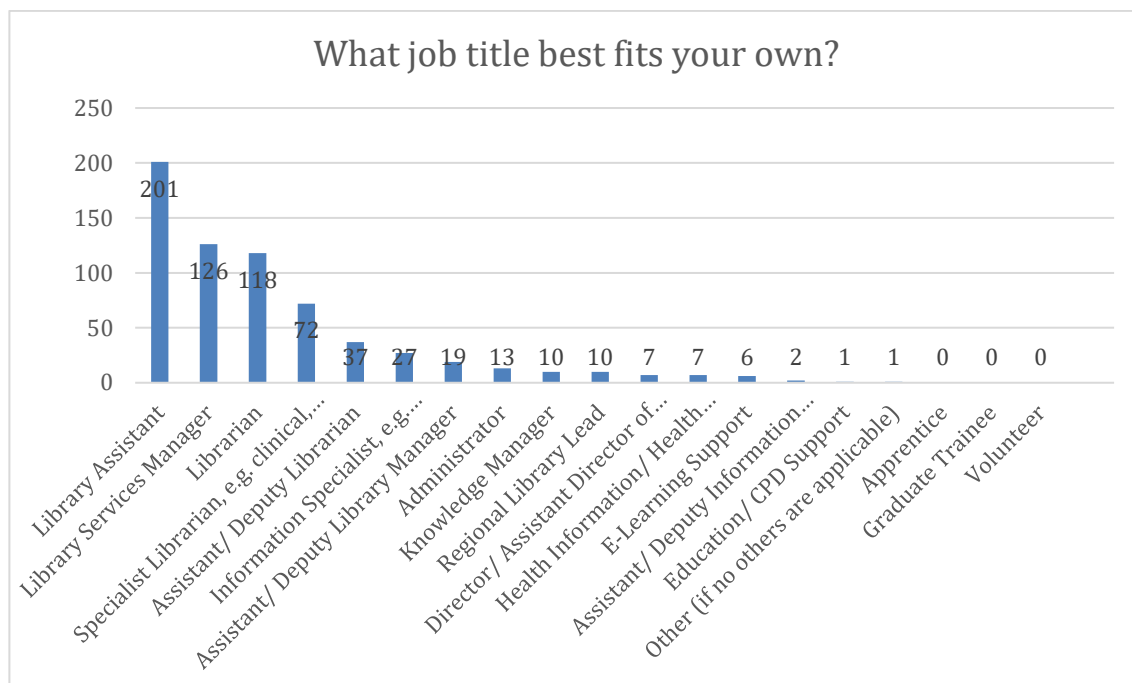
What is the main region in which you are based? 2017 vs 2019



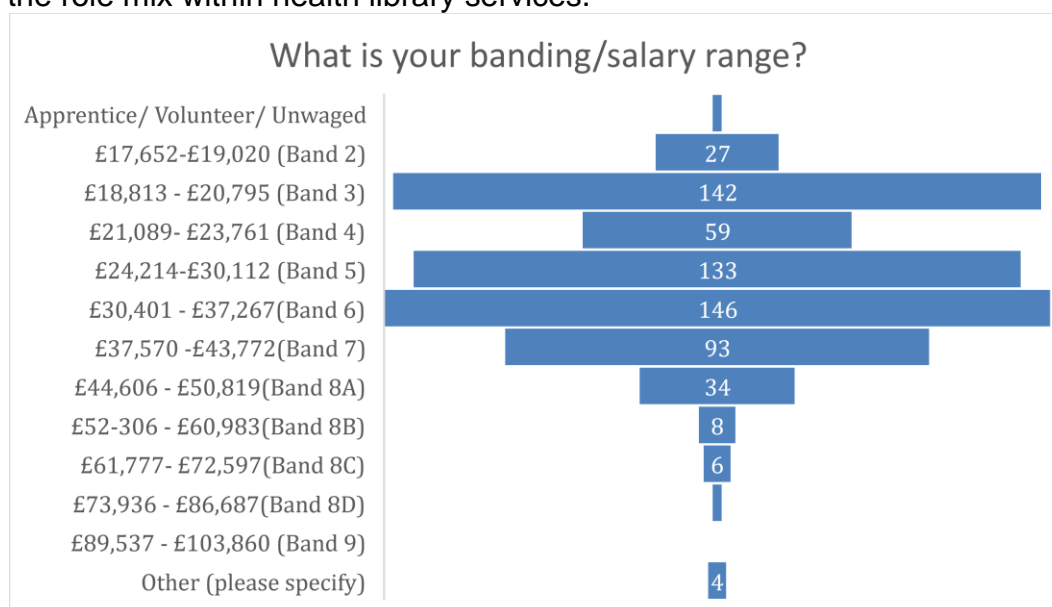
The responses received in this survey broadly match the 2017 responses and the wider demographic data of the library and knowledge workforce, with a less than 3% variance in any of the top responses for the demographic questions compared to the 2017 survey. The questions were asked to ensure fair and accurate representation of the workforce. In total there were 656 responses to the 2019 Development Needs Analysis (DNA) survey, which was reduced from 758 responses to the 2017 DNA survey.

About You – Work

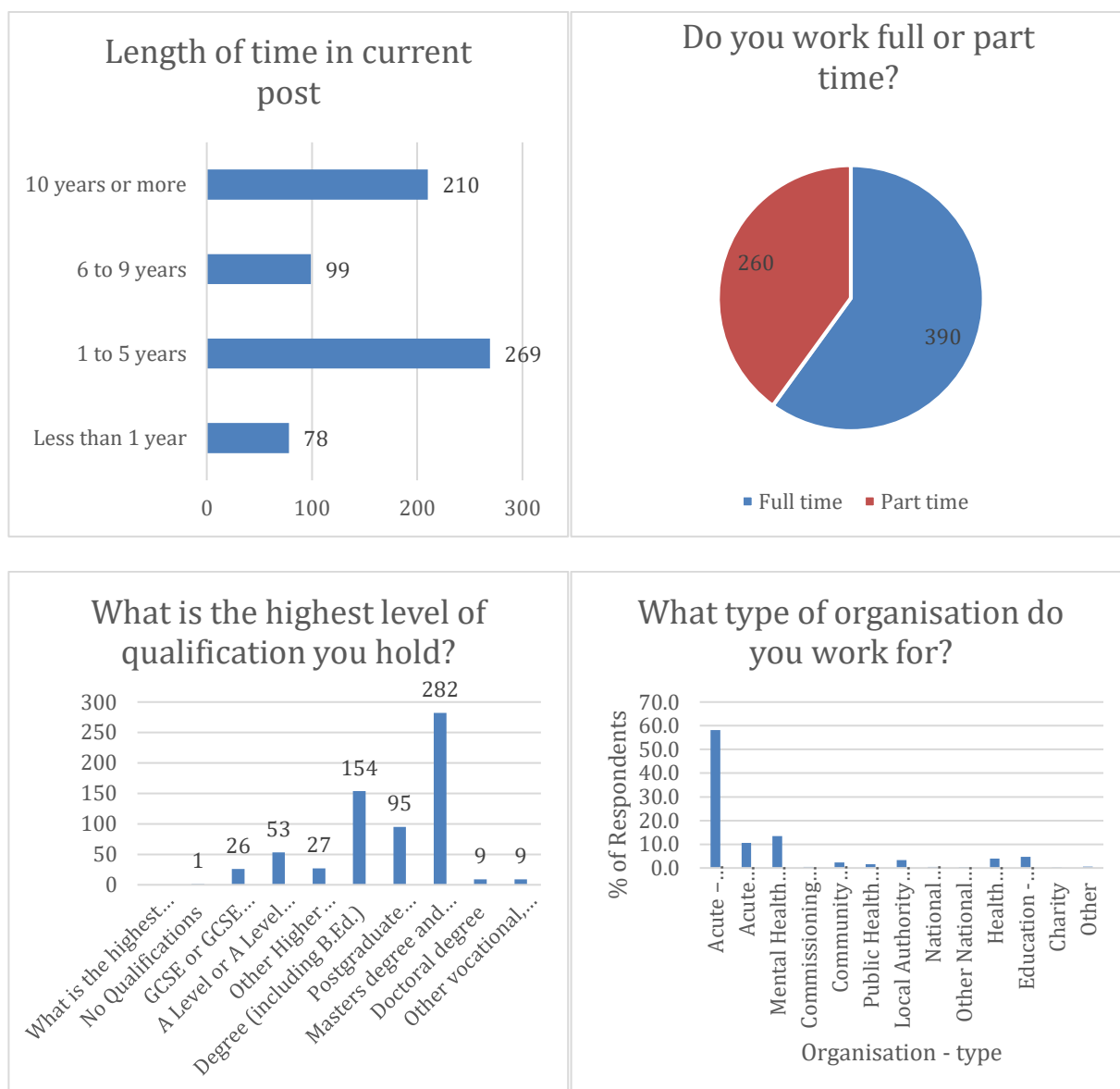
The questions were asked to ensure fair and accurate representation of the workforce. The demographic responses received in this survey broadly match the 2017 responses and the wider demographic data of the library and knowledge workforce.



In terms of job roles – the top three responses: Library Assistant (30.6%), Library Services Manager (19.2%) & Librarian (17.8%) total over two-thirds of the responses. In 2017 these three job roles totalled a similar amount – but with a different breakdown – Library Assistants – (25.6%), Library Service Managers (19.6%) and Librarians (21.3%) which may highlight a change in the role mix within health library services.



Comparing 2019 and 2017 responses, there is a slight increase in the percentage of respondents up to Band 5, and then a consistent decrease from Band 6 on including a reduction of 4.3% in Band 7 since the 2017 survey.



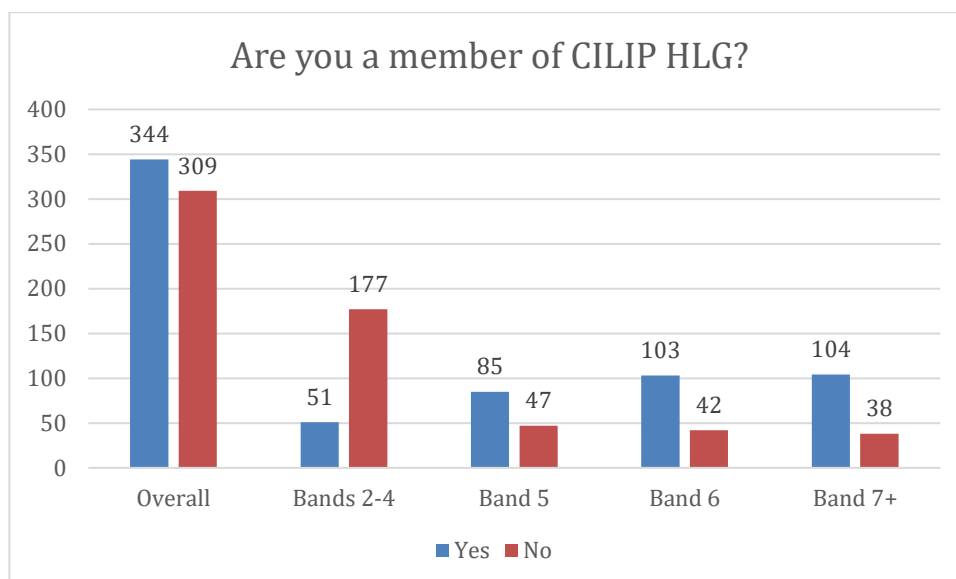
In 2017, 59.2% of respondents told us that they worked in an 'Acute Organisation' including Foundation Trust or a Teaching/Specialist/Children's Hospital. In 2019, this figure was similar (58.2%).

When looking at length of time in post, there is a 7% increase (34.03%) in those who have been in their current post for between one and five years since the 2017 survey, offset by reductions in those who have been in their roles either less than a year (2017 = 14.1%, 2019 = 11.8%) and between six and nine years (2017 = 18.46%, 2019 = 15.09%). Respondents with 10 years or more in the current post has remained at a similar rate (32-34%) since the 2013 Development Needs Analysis survey.

As with the 2017 survey, for the 2019 respondents, Full time workers remained around 60% and respondents educated to degree or higher was once again over 80%.

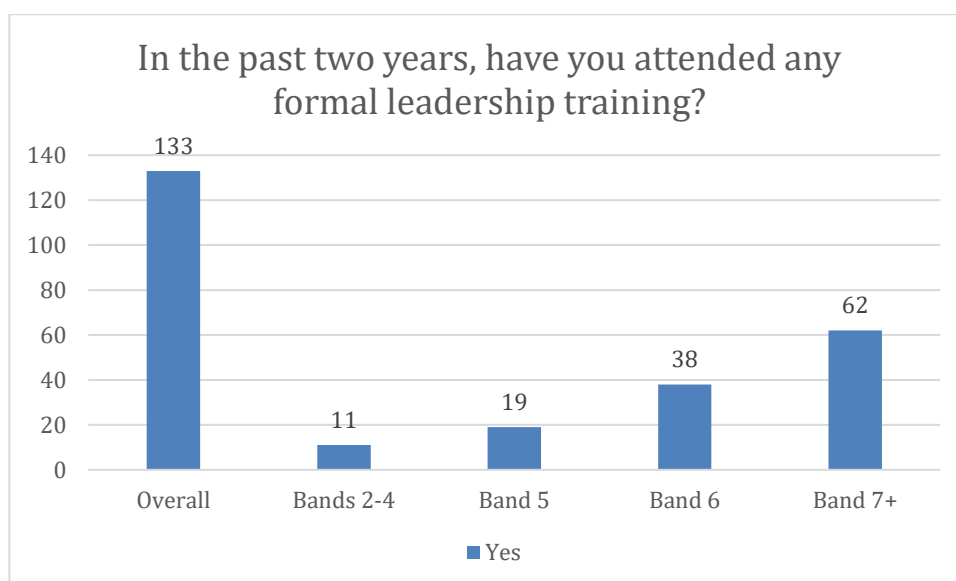
About You – Professional Development

Are you a member of CILIP HLG (Health Libraries Group)?



These figures broadly match the 2017 figures. In 2019, 52.4% of total respondents were members of CILIP Health Libraries Group. In 2017, 54.3% of total respondents were members.

In the past two years, have you attended any formal leadership training?

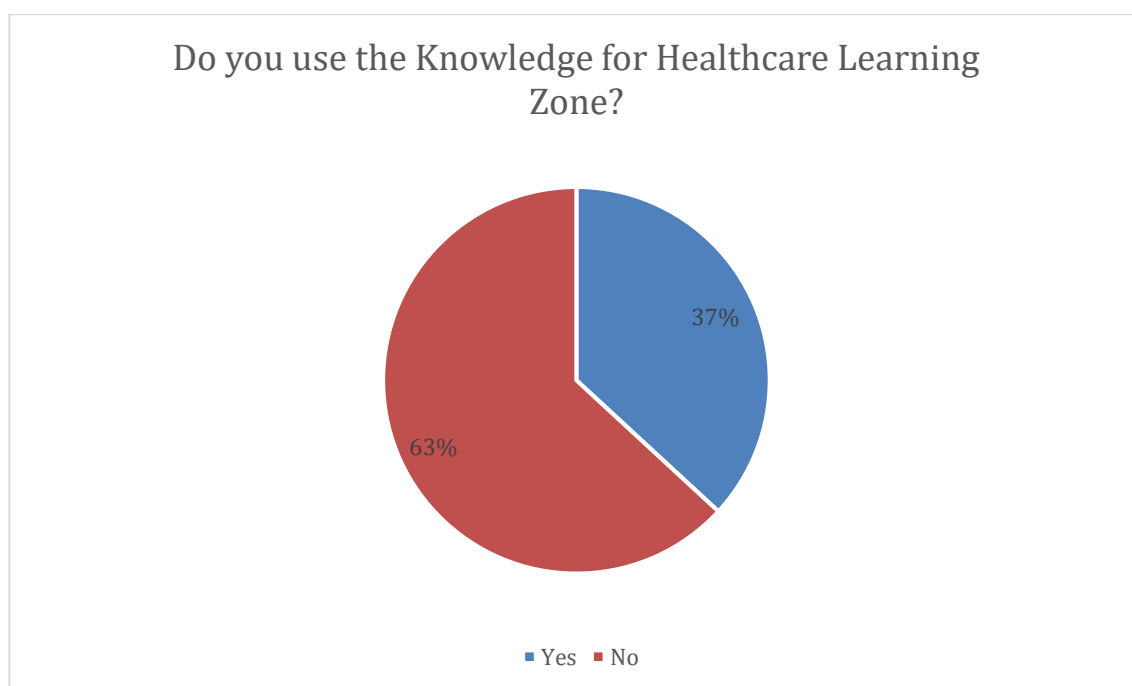


Unsurprisingly, the majority of respondents who have attended leadership courses (133 out of 656) are from the higher bands – with over two-thirds from Band 6 or higher. Of the 133 respondents who have attended formal leadership training in the past two years, 5 selected leadership as an area they wished to develop.

If yes, was it:

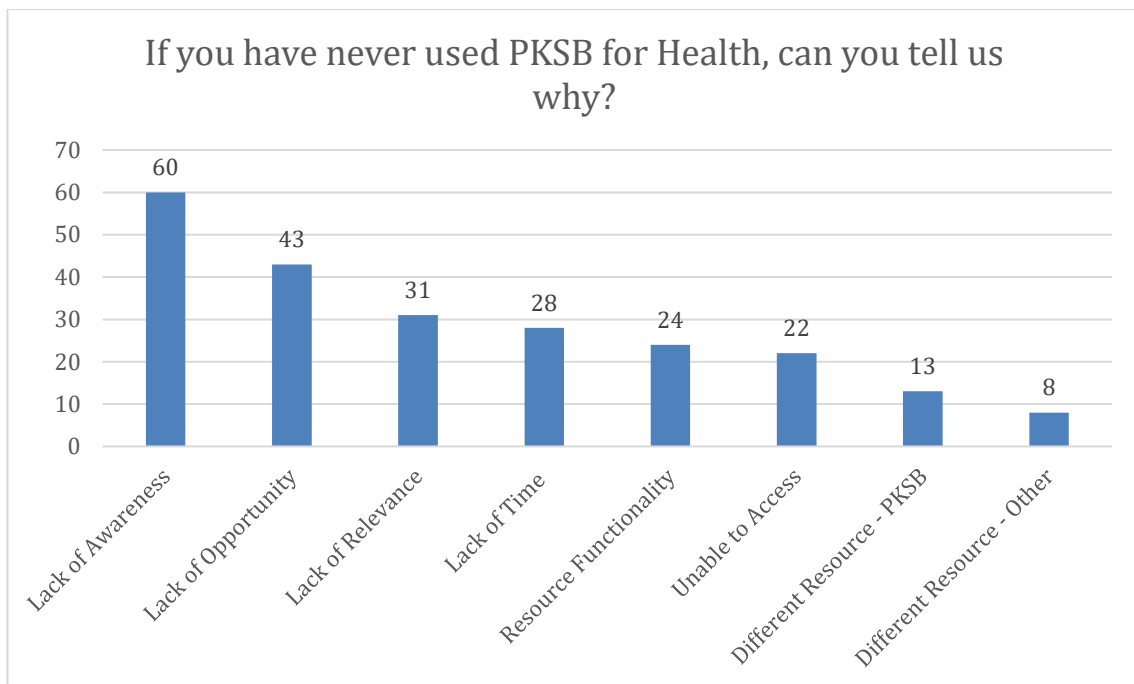
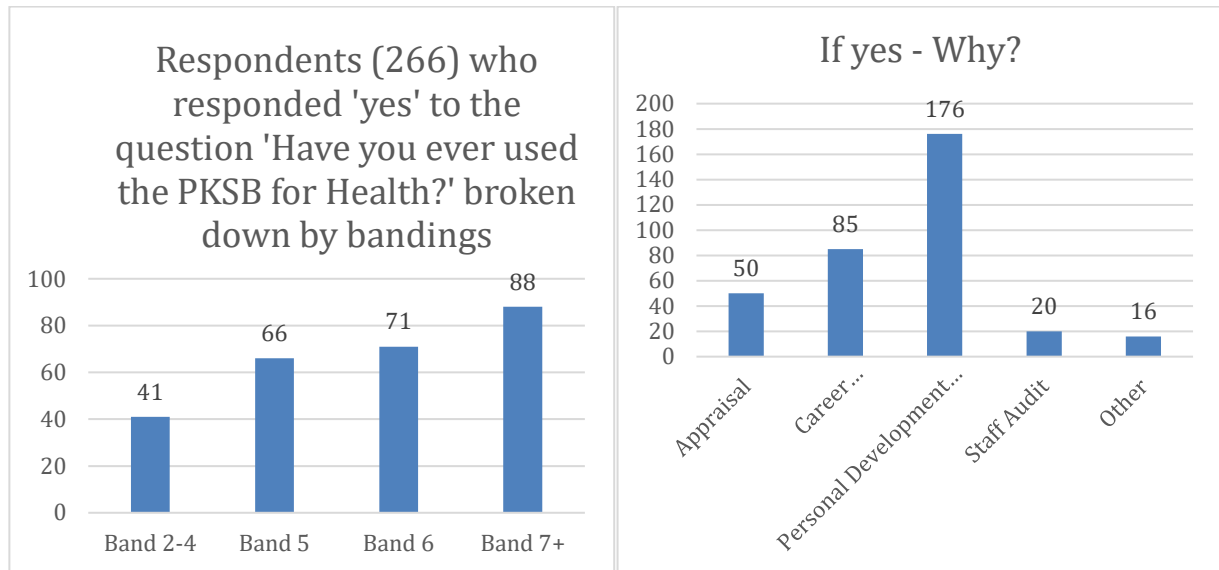
CILIP Leadership Development Programme	6
HEE/CILIP Joint Leadership Development Programme	17
HEE Senior Leadership Development Programme for Library Staff	16
An internal leadership development Programme	77
Other:	28
CMI Qualification	2
Leadership Academy Programme	8
Mary Seacole Course	1
Public Health Leadership Course	1
Leadership & Management Apprenticeship	2
Other NHS Course	4
Conference	2
University Course	3

Do you use the Knowledge for Healthcare 'Learning Zone' to find training resources?



These figures indicate A slight increase on the 2017 responses (65% no, 35% yes).

Have you ever used the PKSB for Health?



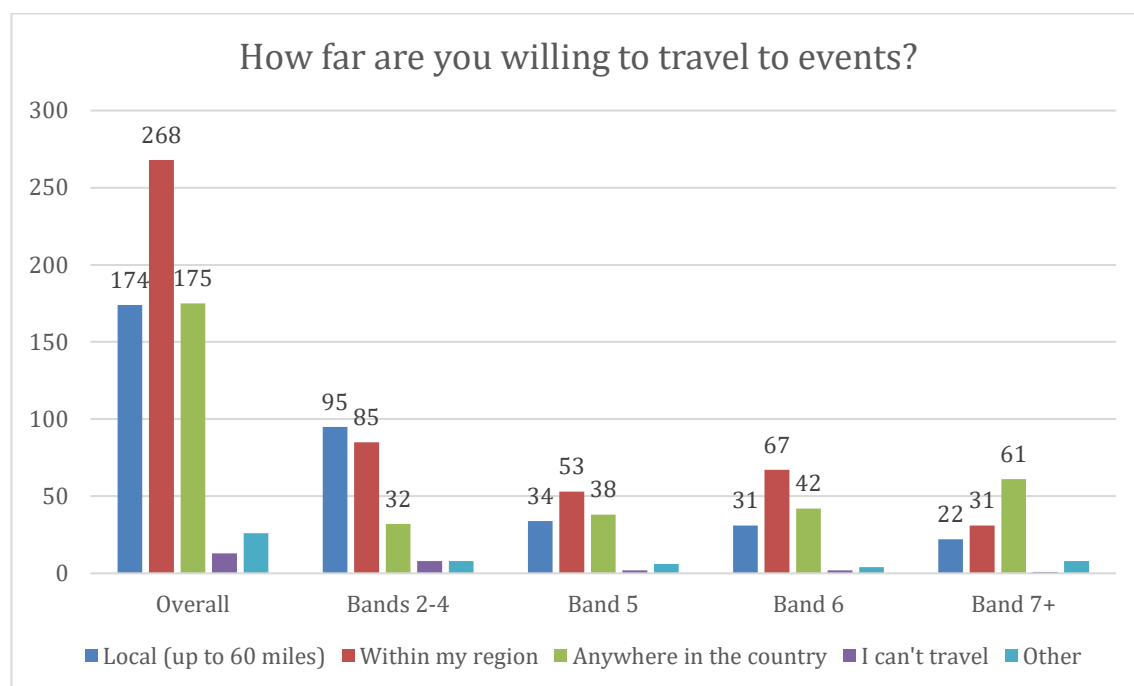
379 respondents told us that they had never used PKSB for Health. When asked why they had never used the PKSB for Health in an open-ended question, over 200 responses were received, which produced several themes, focusing on the individual and the resource itself:

- Lack of awareness – The largest cohort of respondents (30% of the responses) told us that they had never heard of PKSB for Health or had heard of PKSB for Health but had forgotten about it.
- Lack of opportunity – Many respondents were aware of PKSB for Health, but felt that they hadn't the right opportunity to use it.

- Lack of relevance – Over 30 respondents felt that the PKSB for Health lacked relevance to their role – with specific reasons given including ‘it’s for librarians’, ‘nearing retirement’ and an unwillingness to use it due to it being a ‘CILIP’ resource.
- Lack of time – a lot of respondents expressed a lack of time within their role to be able to use PKSB for Health.
- Resource functionality – Over 10% of respondents felt that the resource itself lacked functionality – too wordy, too long or dated ‘coming soon since 2016’.
- Resources accessibility - Over 10% of respondents also had trouble accessing the resource – with main reasons being unable to access it via the log-in, or a false belief that you needed to be a CILIP member to access.
- Using a different resource – Some respondents preferred to use a different resource. Many of these have or are undergoing professional registration, so have been using the general PKSB. Others use internal/trust resources.

Travelling to Training Events

Only 2% of respondents said that they were unable to travel to events.



These figures match the 2017 figures and the overlying trends – the higher your banding the increased willingness to travel beyond your region. The comments received on this question highlighted individual preferences to training events with the only common themes were that distance/location of training may not be the sole deciding factors – cost of attendance and time pressures can also impact attendance.

Development Needs

Top Ten Development Areas

The 2017 ranking of the development areas are included in brackets (). The full list is available in the appendix.

Top Ten Development Areas (By Banding Groups & Overall) 2019					
	Overall	Band 2-4	Band 5*	Band 6*	Band 7+
1	Emerging technologies (5)	Literature searching/Information retrieval (2)	Emerging technologies (6)	Demonstrating value and impact (1)	Emerging technologies (6)
2	Literature searching/Information retrieval (7)	Healthcare database searching/HDAS (1)	Critical appraisal (2)	Emerging technologies (6)	Quality improvement (NE)
3	Demonstrating value and impact (1)	Marketing & promoting services (3)	Literature searching/Information retrieval (NE)	Management skills (NE)	Demonstrating value and impact (1)
4	Marketing & promoting services (4)	Emerging technologies (10)	Demonstrating value and impact (1)	Synthesizing and summarising evidence (3)	Advocacy (NE)
5	Critical appraisal (6)	Social media and collaborative tools (7)	Synthesizing and summarising evidence (3)	Systematic reviews: Supporting users to undertake (7)	Key performance indicators (NE)
6	Synthesizing and summarising evidence (8)	Classification & cataloguing (4)	Teaching and training skills (NE)	Critical appraisal (2)	Costing and pricing library services (4)
7	Quality improvement (NE)	ICT Skills (5)	Knowledge sharing and collaboration (NE*)	Literature searching/Information retrieval (NE)	Stakeholder engagement (NE)
8	Teaching and training skills (NE)	Teaching and training skills (NE)	Marketing & promoting services (4)	Quality improvement (NE)	Change management (NE)
9	Social media and collaborative tools (10)	Demonstrating value and impact (NE)	Systematic reviews: Supporting users to undertake (7)	User experience research (NE)	Strategic planning (3)
10	Healthcare database searching/HDAS (2)	Document delivery and inter library loans (NE)	Leadership skills (10)	Business and financial management (NE)	Knowledge sharing and collaboration (2**)

*In the 2019 survey Bands 5 and Bands 6 are separate unlike previous surveys. Any reference to the 2017 results will use the 2017 Bands 5-6 results in relation to both Band 5 and Band 6 results.

***'Knowledge Sharing and Collaboration' was renamed in 2019. In 2017 it was 'Knowledge Management'.

Development Choice Commentary

From the 'overall top 10' in the 2017 Development Needs Analysis Survey, eight development choices remain in the 2019 survey with the choices dropping out being:

- Health information for patients and carers – since the 2017 survey, there has been a comprehensive national programme of work undertaken by Health Education England and partners to develop knowledge and understanding on 'Health information for patients and carers' across the Library and Knowledge sector including health. This includes support to deliver health literacy awareness training.
- Knowledge management – Since the 2017 survey, Health Education England has undertaken a comprehensive programme of work to support the knowledge management development of Health Library and Knowledge staff to ensure the principles of 'Knowledge for Healthcare' can be delivered effectively. As noted above, in the 2019 survey, it was renamed 'Knowledge Sharing and Collaboration' which may have also impacted its placing.

Other notes of interest:

- Emerging Technology, both in ranking and weighted responses, had the biggest growth between the 2017 and 2019 surveys. As can be seen in the table below showing preferred learning outcomes, this covers a very wide area including the impact of the Topol Review.
- Only 13% of respondents made 5 or more choices. 63.5% made 2 or more choices, 40.4% made 3+, 22.1% made 4+ and 9.4% made the full 6 choices. The first choice was a mandatory response.
- When examining the breakdowns of the weighted results for either the banding respondent groups or the overall results, the gap between the #1 and #5 choices is often less than the gap between choice #5 or choice #20 (or choice #30 or #40 in some groups). This shows that the development choices are clearly stated across the banding groups.
- In the Bands 2-4 respondent groups, the top choice 'Literature Searching/Information Retrieval' received a weighted score of over double the second choice (HDAS). In fact – these top two similar choices collectively received a higher score than the remaining eight choices within the top 10 Bands 2-4 combined, showing a clear stated need within this respondent group.
- Only the Top 8 choices in the Band 5 grouping were selected by 10% or more than that respondent group. The top choice 'Emerging Technology' was selected by 20.3% of this respondent group (compared to 34.1% of Band 7+ and 16% of Overall where it was also #1 choice).
- 'Demonstrating Value and Impact' and 'Emerging Technologies' are clear developmental areas for the Band 6 respondent group with over a third of respondents selecting it within their top 3 development areas.
- Quality Improvement was the #6 choice in the overall list, and #2 in the Band 7+ respondent group, with this group accounting for 52% of overall responses.
- Many of the development choices which directly aligned to the Quality and Impact Outcomes Framework didn't rank highly in the development choices, aside from in the Band 7+ respondent group.

Development Needs Explored

The tables below summarise the top 10 'Overall Results' and the top 5 results from the banding respondent groupings looking at responses from question 13 through to question 23. This series of questions focused on development choices, development importance, level of need, and preferred learning methods. Where free text answers have been provided to describe respondent's required learning outcomes, these are represented by themes. The 'Rank' column shows the order of frequency that each development need was selected. All the results have been stratified by banding for each development need.

Development Need	Band	Response n (%)	Rank	Level of Need n (%)			Preferred Learning Method n (%)				
				Beginner	Intermediate	Advanced	Face to Face	Classroom	Online/ eLearning	Blended	No Preference
Advocacy	All	27 (4)	23/53	4	0	0	0	0	0	0	0
	2 - 4	2 (1)	35/53	50	0	50	50		50	0	0
	5	5 (4)	29/53	2 (40)	2 (40)	0	1 (20)	3 (60)	0	0	0
	6	3 (2)	/53	1 (33)	0	1 (33)	0	2 (67)	0	0	1 (33)
	7+	17 (12)	4/53	0	8 (47)	9 (53)	5 (29)	6 (35)	2 (12)	0	4 (24)
Learning Outcomes requested as themes											
All	Influencing Skills (8)										
5/6	Raising awareness of library online and physical services (3) How to inject libraries in to health decision-making (1)										
7	Advocacy and influencing at a high level into external organisations. (3) Skills in influencing and promoting services in a political climate, to include stakeholders, senior managers and users (6) impression management (1) How to link LKS to TOPOL and other descriptions and policies of change. (1) Nudge theory										

LKS Development Needs Analysis 2019

Development Need	Band	Response n (%)	Rank				Preferred Learning Method %				
				Beginner	Intermediate	Advanced	Face to Face	Classroom	Online/ eLearning	Blended	No Preference
Critical Appraisal	All	54 (8)	5/53	48	41	11	32	37	2	13	17
	2 - 4	7 (3)	30/53	71	-	29	86	-	-	-	14
	5	23 (17)	2/53	57	39	4	17	35	4	17	26
	6	15 (10)	6/53	20	60	20	27	47	-	13	13
	7+	9 (6)	16/53	56	45	-	33	56	-	11	
Learning Outcomes requested as themes											
All	Statistics (5) Teaching & Supporting Journal Clubs (3)										
2-4	Nothing specific										
5/6	Statistics (5) Qualitative (1) Study designs (3) Tools including less specific tools to be able to appraise several study designs using same tool (3) Teaching and supporting Journal Clubs (3)										
7+	Design and teach training courses (1)										

Development Need	Band	Response n (%)	Rank	Level of Need %			Preferred Learning Method %				
				Beginner	Intermediate	Advanced	Face to Face	Classroom	Online/ eLearning	Blended	No Preference
Demonstrating Value and Impact	All	11.6	3/53	28.9	69.7	7.6	16.3	53.9	33.5	33.5	21.6
	2- 4	7.5	9/53	35.2	64.8	0	17.6	35.2	41.2	23.5	29.4
	5	12	4/53	41.6	75	16.6	41.6	50	33.3	50	25
	6	21.9	1/53	18.8	68.9	12.5	15.6	50	34.4	34.4	12.5
	7+	14.6	3/53	25.8	61.9	14.2	57.1	57.1	28.5	28.5	19
Learning Outcomes requested as themes											
All	<ul style="list-style-type: none"> Introducing/Fundamentals of demonstrating value and impact (9) Using value and impact as evidence in library and wider organisations (9) Sharing best practice (5) Gathering evidence/responses (11) 										
2-4	<ul style="list-style-type: none"> Not enough responses 										
5	<ul style="list-style-type: none"> Introducing/Fundamentals of demonstrating value and impact (4) Gathering evidence/responses (5) 										
6	<ul style="list-style-type: none"> Introducing/Fundamentals of demonstrating value and impact (3) Using value and impact as evidence (6) Gathering evidence/responses (7) 										
7+	<ul style="list-style-type: none"> Not enough responses 										

Development Need	Band	Response n (%)	Rank	Level of Need %			Preferred Learning Method %				
				Beginner	Intermediate	Advanced	Face to Face	Classroom	Online/ eLearning	Blended	No Preference
Emerging Technologies	All	104 (15.9)	1/53	42	47	11	22	24	19	21	13
	2 to 4	29 (11.6)	5/53	45	45	10	35	21	10	17	17
	5	19 (14.2)	1/53	42	58	0	11	26	16	37	11
	6	27 (18.5)	2/53	48	24	24	26	26	30	7	11
	7+	29 (20.3)	1/53	31	59	10	14	24	21	21	14
Learning Outcomes requested as themes											
All	<ul style="list-style-type: none"> VR/AI & Apps (4) More info about ET and how to utilise in library setting (7) Practical application of ET (7) Intro/Overview to ET (13) 										
2 to 4	<ul style="list-style-type: none"> Virtual Reality/AI/Apps (4) More info about ET and how to utilise in library setting (7) 										
5	<ul style="list-style-type: none"> Practical applications of emerging technologies in libraries (7) Where to find new technologies(1) New communication Tools, yammer/slack/AI/IOT (2) 										
6	<ul style="list-style-type: none"> Difficult to choose(1) Cloud, programming languages, AI/VR/coding skills(2) How to use technology to support the future NHS workforce (6) 										
7+	<ul style="list-style-type: none"> Overview (6) AI / text mining (3) Practical application and potential advantages of using in health libraries(5) Case studies of using AI/App development,funding and support (1) Alignment with expectations of Topol review (2) 										

LKS Development Needs Analysis 2019

Development Need	Band	Response n (%)	Rank	Level of Need %			Preferred Learning Method %				
				Beginner	Intermediate	Advanced	Face to Face	Classroom	Online/ eLearning	Blended	No Preference
Key Performance Indicators	All	24	32/53	20.8	70.8	8.3	25	45.8	16	20.8	16
	2- 4	0	53/53	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	5	3 (2.2)	47/53	66.6	33.3	0	66.6	33.3	0	0	33.3
	6	3(2)	40/53	33.3	66.6	0	66.6	66.6	0	0	33.3
	7+	18 (12)	5/53	11.1	78.8	11.1	8.3	37.5	16.6	25	8.3
Learning Outcomes requested as themes											
All	<ul style="list-style-type: none"> • Creating and measuring KPIs (5) • Introducing KPIs (4) • Measuring KPIs for complex/new services (4) 										
2-4	<ul style="list-style-type: none"> • No responses 										
5	<ul style="list-style-type: none"> • Too little to theme 										
6	<ul style="list-style-type: none"> • Too little to theme 										
7+	<ul style="list-style-type: none"> • Creating and measuring KPIs (5) • Introducing KPIs (4) • Measuring KPIs for complex/new services (4) 										

LKS Development Needs Analysis 2019

Development Need	Band	Response n (%)	Rank	Level of Need % (1 respondent didn't answer, skewing %s)			Preferred Learning Method %				
				Beginner	Intermediate	Advanced	Face to Face	Classroom	Online/ eLearning	Blended	No Preference
Literature Searching	All	82 (13.9)	2/53	26	61	13	39	38	21	37	13
	2-4	51 (22.4)	1/53	33	61	6	41	33	24	40	12
	5	17 (12.8)	5/53	18	77	6	41	59	24	18	18
	6	10 (6.8)	5/53	0	40	60	30	30	10	50	20
	7+	2 (1.4)	37/53	0	50	50	0	0	0	100	0
Learning Outcomes requested as themes											
All	<ul style="list-style-type: none"> • Whole journey of literature searching/ How to (12) • Advanced search techniques (8) • Searching the native interfaces (5) • Finding reliable information (3) • Overview of all sources available (3) • Search strategies (3) • HDAS (3) 										
2-4	<ul style="list-style-type: none"> • Whole journey of literature searching/ How to (9) • Advanced search techniques (4) • Overview of all sources available (3) • HDAS (3) • 										
5	<ul style="list-style-type: none"> • Advanced search techniques (3) • Overview of all sources available (3) • Search strategies (12) • Searching the native interfaces (1) 										
6	<ul style="list-style-type: none"> • Searching the native interfaces (3) • Advanced search techniques (1) • Whole journey of literature searching/ How to (1) 										
7+	<ul style="list-style-type: none"> • Searching the native interfaces (1) 										

LKS Development Needs Analysis 2019

Development Need	Band	Response n (%)	Rank	Level of Need %			Preferred Learning Method %				
				Beginner	Intermediate	Advanced	Face to Face	Classroom	Online/ eLearning	Blended	No Preference
Management Skills	All	4.7	22/53	55	45	0	42	49	32	29	23
	2- 4	16.1	33/53	80	20	0	40	20	0	0	0
	5	22.5	17/53	57	43	0	43	71	14	43	50
	6	51.6	4/53	50	50	0	44	44	38	31	14
	7+	9.6	35/53	33	67	0	33	66	100	33	19
Learning Outcomes requested as themes											
All	<ul style="list-style-type: none"> Introduction/Fundamentals of Management (14) 										
2-4	<ul style="list-style-type: none"> Not enough responses 										
5	<ul style="list-style-type: none"> Not enough responses 										
6	<ul style="list-style-type: none"> Introduction/Fundamentals of Management (6) 										
7+	<ul style="list-style-type: none"> Not enough responses 										

LKS Development Needs Analysis 2019

Development Need	Band	Response n (%)	Rank	Level of Need %			Preferred Learning Method %				
				Beginner	Intermediate	Advanced	Face to Face	Classroom	Online/ eLearning	Blended	No Preference
Marketing	All	66 (10)	4/53	20	67	14	26	21	17	9	24
	2 - 4	30 (13)	3/53	27	60	13	17	27	17	7	30
	5	18 (14)	8/53	11	78	11	44	11	17	11	17
	6	10 (7)	3/53	20	70	10	20	20	20	10	30
	7+	8 (6)	22/53	13	63	25	25	25	13	13	13
Learning Outcomes requested as themes											
All	<ul style="list-style-type: none"> Promotion of Services 										
2-4	<ul style="list-style-type: none"> Promotion of services (4) Social media (2) Case studies (2) Cost effective strategies (2) 										
5/6	<ul style="list-style-type: none"> Promotion (5) Strategic planning – how to write (1) 										
7+	<ul style="list-style-type: none"> Not enough responses 										

LKS Development Needs Analysis 2019

Development Need	Band	Response n (%)	Rank	Level of Need % (1 respondent didn't answer, skewing %s)			Preferred Learning Method %				
				Beginner	Intermediate	Advanced	Face to Face	Classroom	Online/ eLearning	Blended	No Preference
Quality Improvement	All	42 (6.4)	7/53	31	64	5	24	55	31	36	21
	2-4	2 (>1)	36/53	50	50	0	0	50	50	100	0
	5	5 (3.8)	32/53	40	60	0	0	60	60	0	20
	6	13 (8.9)	8/53	47	54	0	23	46	23	23	31
	7+	22 (15.4)	2/53	18	73	9	32	59	27	45	23
Learning Outcomes requested as themes											
All	<ul style="list-style-type: none"> Improving the quality of own services (6) Tools and techniques for QI (5) Case studies/ best practice (5) Theory (4) Process mapping (3) Related to new QI assessment (3) 										
2-4	<ul style="list-style-type: none"> Not enough responses 										
5	<ul style="list-style-type: none"> Not enough responses 										
6	<ul style="list-style-type: none"> Improving the quality of own services (3) 										
7+	<ul style="list-style-type: none"> Tools and techniques for QI (4) Case studies/ best practice (3) Theory (3) 										

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Development Need	Band	Response n (%)	Rank	Level of Need %			Preferred Learning Method %				
				Beginner	Intermediate	Advanced	Face to Face	Classroom	Online/ eLearning	Blended	No Preference
Social Media and Collaboration Tools	All	6	9/53	40	55	5	28	38	35	23	23
	2- 4	9.6	4/53	45	50	5	32	27	45	32	9
	5	3.4	22/53	20	60	20	20	40	20	20	60
	6	4.8	25/53	29	71	0	14	43	43	0	43
	7+	4.2	25/53	67	17	17	1	33	0	33	33
Learning Outcomes requested as themes											
All	<ul style="list-style-type: none"> • Introduction to/use of social media (8) • Marketing & engagement using social media (8) • Using specific social media platforms i.e. Twitter (7) 										
2-4	<ul style="list-style-type: none"> • Marketing & engagement using social media (4) • Using specific social media platforms i.e. Twitter (4) 										
5	<ul style="list-style-type: none"> • Not enough responses 										
6	<ul style="list-style-type: none"> • Introduction to/use of social media (3) • 										
7+	<ul style="list-style-type: none"> • Not enough responses 										

Development Need	Band	Response n (%)	Rank	Level of Need % (1 respondent didn't answer, skewing %s)			Preferred Learning Method %				
				Beginner	Intermediate	Advanced	Face to Face	Classroom	Online/ eLearning	Blended	No Preference
Synthesising and summarising evidence	All	51 (7.8)	6/53	43	49	8	35	53	35	39	19
	2-4	8 (3.5)	27/53	75	25	0	50	63	63	50	13
	5	18 (13.5)	4/53	56	39	6	33	56	44	33	22
	6	17 (11.6)	4/53	35	47	18	35	47	24	35	24
	7+	8 (5.6)	18/53	0	100	0	25	50	13	50	13
Learning Outcomes requested as themes											
All	<ul style="list-style-type: none"> Practical session on writing summaries (12) Different approaches for different audiences, report and information types (5) 										
2-4	<ul style="list-style-type: none"> n/a 										
5	<ul style="list-style-type: none"> Practical session on writing summaries (5) Different approaches for different audiences, report and information types (2) 										
6	<ul style="list-style-type: none"> Practical session on writing summaries (5) Different approaches for different audiences, report and information types (3) 										
7	<ul style="list-style-type: none"> Practical session on writing summaries (2) 										

Development Need	Band	Response n (%)	Rank	Level of Need %			Preferred Learning Method %				
				<i>Beginner</i>	<i>Intermediate</i>	<i>Advanced</i>	<i>Face to Face</i>	<i>Classroom</i>	<i>Online/ eLearning</i>	<i>Blended</i>	<i>No Preference</i>
Systematic Reviews (Supporting)	All	41 (6.2)	10/53	48	40	11	44	39	2	14	11
	2 to 4	8 (3.2)	33/53	75	25	0	50	13	0	13	25
	5	12 (9.0)	8/53	58	42	0	33	33	8	8	17
	6	16 (10.9)	4/53	38	31	25	50	31	0	13	0
	7+	5 (3.5)	31/53	20	60	20	0	80	0	20	0
Learning Outcomes requested as themes											
All	<ul style="list-style-type: none"> How to best support users 										
2 to 4	<ul style="list-style-type: none"> Approaching difficult SR questions (1) 										
5	<ul style="list-style-type: none"> The basics (2) How to best support users (4) process/tools/selection criteria (3) 										
6	<ul style="list-style-type: none"> Hints and Tips to undertake(1) Process, use of emerging technologies (2) Practical hands on training to get more confidence (2) 										
7+	<ul style="list-style-type: none"> New developments/tools (1) How to carry out, methods/resources(1) 										

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Development Need	Band	Response n (%)	Rank	Level of Need %			Preferred Learning Method %				
				Beginner	Intermediate	Advanced	Face to Face	Classroom	Online/ eLearning	Blended	No Preference
Teaching and Training Skills	All	44 (7)	8/53	41	50	7	68	15	7	11	9
	2 - 4	18 (8)	7/53	67	28	-	50	28	11	11	-
	5	16 (12)	6/53	25	63	13	19	50	-	19	6
	6	10 (7)	18/53	20	70	10	40	20	10	-	30
	7+	0 responses	53/53	-	-	-	-	-	-	-	-
Learning Outcomes requested as themes											
All	<ul style="list-style-type: none"> Increasing engagement 										
2-4	<ul style="list-style-type: none"> I would like the opportunity to receive a formal qualification (1) Teaching theory, teaching styles. The opportunity to teach & receive feedback. (1) How to structure 1-1 and group training (1) 										
5/6	<ul style="list-style-type: none"> training methods/styles teaching with equality and diversity in mind (1) new technologies(2) engagement (7) differentiation (1) 										
7+	No responses										

Appendices

Appendix 1

2019 Development Choices from Development Needs Analysis Survey – Complete List

2019 Development Needs Analysis Survey Development Choices Complete List					
	Overall	Bands 2-4	Band 5	Band 6	Band 7+
1	Emerging technologies	Literature searching/Information retrieval	Emerging technologies	Demonstrating value and impact	Emerging technologies
2	Literature searching/Information retrieval	Healthcare database searching/HDAS	Critical appraisal	Emerging technologies	Quality improvement
3	Demonstrating value and impact	Marketing & promoting services	Literature searching/Information retrieval	Management skills	Demonstrating value and impact
4	Marketing & promoting services	Social media and collaborative tools	Demonstrating value and impact	Synthesizing and summarising evidence	Advocacy
5	Critical appraisal	Emerging technologies	Synthesizing and summarising evidence	Systematic reviews: Supporting users to undertake	Key performance indicators (KPIs)
6	Synthesizing and summarising evidence	ICT Skills	Teaching and training skills (generic)	Critical appraisal	Costing and pricing library services
7	Quality improvement	Teaching and training skills (generic)	Knowledge sharing and collaboration	Literature searching/Information retrieval	Stakeholder engagement
8	Teaching and training skills (generic)	Classification & cataloguing (including taxonomies & ontologies)	Marketing & promoting services	Quality improvement	Change management
9	Social media and collaborative tools	Demonstrating value and impact	Systematic reviews: Supporting users to undertake	User experience research	Strategic planning
10	Healthcare database searching/HDAS	Document delivery and inter library loans	Leadership skills	Business and financial management	Knowledge sharing and collaboration
11	Systematic reviews: Supporting users to undertake	Customer service skills	Understanding and developing Apps	Costing and pricing library services	Information architecture (including database design)
12	Knowledge sharing and collaboration	Health information for patients and carers	Other	Metrics, evaluation and measurement	User experience research
13	Statistics and statistical analysis	Current awareness	User experience research	Stakeholder engagement	Project management

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14	User experience research	Communication skills	Statistics and statistical analysis	Strategic planning	Metrics, evaluation and measurement
15	Project management	Information literacy including digital literacy	Copyright, intellectual property and licensing	Knowledge sharing and collaboration	Other
16	Strategic planning	Presentation skills	Management skills	Marketing & promoting services	Critical appraisal
17	ICT Skills	Business and financial management	Networking skills	Teaching and training skills (generic)	Staff audit/role redesign
18	Classification & cataloguing (including taxonomies & ontologies)	Evidence based librarianship	Project management	Project management	Synthesizing and summarising evidence
19	Stakeholder engagement	Understanding and developing Apps	Change management	Statistics and statistical analysis	Business and financial management
20	Leadership skills	Collection development and stock management	Collection development and stock management	Change management	Business/operational planning and asset management
21	Costing and pricing library services	Project management	Information literacy including digital literacy	Leadership skills	Leadership skills
22	Management skills	Copyright, intellectual property and licensing	Social media and collaborative tools	Service improvement	Marketing & promoting services
23	Advocacy	Other	Evidence based librarianship	Grey literature	Service improvement
24	Collection development and stock management	Writing reports & publications	Classification & cataloguing (including taxonomies & ontologies)	Understanding and developing Apps	Statistics and statistical analysis
25	Metrics, evaluation and measurement	Leadership skills	Metrics, evaluation and measurement	Information architecture (including database design)	Social media and collaborative tools
26	Other	Grey literature	Skills audit/training needs analysis	Social media and collaborative tools	Health information for patients and carers
27	Understanding and developing Apps	Synthesizing and summarising evidence	Service improvement	Health information for patients and carers	Understanding and developing Apps
28	Change management	Statistics and statistical analysis	Strategic planning	Evidence based librarianship	Systematic reviews: Supporting users to undertake
29	Health information for	Service improvement	Advocacy	Writing reports & publications	Writing reports & publications

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	patients and carers				
30	Business and financial management	Critical appraisal	Writing reports & publications	Business/operational planning and asset management	Open source software
31	Service improvement	User experience research	Presentation skills	Collection development and stock management	ICT Skills
32	Key performance indicators (KPIs)	Knowledge sharing and collaboration	Quality improvement	Current awareness	People management
33	Current awareness	Management skills	Healthcare database searching/HDAS	ICT Skills	Organisational/knowledge assets
34	Information literacy including digital literacy	Networking skills	ICT Skills	People management	Management skills
35	Information architecture (including database design)	Advocacy	Evidence and knowledge self-assessment tool (using)	Classification & cataloguing (including taxonomies & ontologies)	Evidence and knowledge self-assessment tool (using)
36	Writing reports & publications	Quality improvement	Communication skills	Other	Research design and methodology
37	Evidence based librarianship	Business/operational planning and asset management	Stakeholder engagement	Research design and methodology	Literature searching/Information retrieval
38	Copyright, intellectual property and licensing	Strategic planning	People management	Information literacy including digital literacy	Presentation skills
39	Business/operational planning and asset management	Research design and methodology	Business and financial management	Healthcare database searching/HDAS	Skills audit/training needs analysis
40	Grey literature	Change management	Business/operational planning and asset management	Key performance indicators (KPIs)	Evidence based librarianship
41	Communication skills	Metrics, evaluation and measurement	Costing and pricing library services	Advocacy	Records management and archiving
42	Presentation skills	Stakeholder engagement	Health information for patients and carers	Open source software	Communication skills
43	Document delivery and inter library loans	Systematic reviews: Supporting users to undertake	Records management and archiving	Networking skills	Information literacy including digital literacy
44	People management	Skills audit/training needs analysis	Grey literature	Communication skills	Collection development and stock management
45	Customer service skills	Costing and pricing library services	Current awareness	Evidence and knowledge self-	Grey literature

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				assessment tool (using)	
46	Staff audit/role redesign	Records management and archiving	Open source software	Skills audit/training needs analysis	Current awareness
47	Records management and archiving	Evidence and knowledge self-assessment tool (using)	Key performance indicators (KPIs)	Records management and archiving	Customer service skills
48	Research design and methodology	Open source software	Research design and methodology	Copyright, intellectual property and licensing	Copyright, intellectual property and licensing
49	Networking skills	Information architecture (including database design)	Customer service skills	Organisational/knowledge assets	Networking skills
50	Open source software	Key performance indicators (KPIs)	Document delivery and inter library loans	Staff audit/role redesign	Classification & cataloguing (including taxonomies & ontologies)
51	Evidence and knowledge self-assessment tool (using)	Organisational/knowledge assets	Information architecture (including database design)	Presentation skills	Document delivery and inter library loans
52	Skills audit/training needs analysis	People management	Organisational/knowledge assets	Customer service skills	Healthcare database searching/HDAS
53	Organisational/knowledge assets	Staff audit/role redesign	Staff audit/role redesign	Document delivery and inter library loans	Teaching and training skills (generic)