

A Study of the UK's Information Workforce 2023

Mapping the Library, Archives, Records, Information Management and Knowledge Management and related professions in the United Kingdom & Ireland.

Written by the team at Kinetiq
Lead Researcher: Dr Martin Reddington

Contents

Executive Summary	3
Demographics	8
- Ethnicity	
- Gender	
- Salary	
Sentiment Analysis - Best thing about the Profession	13
Sentiment Analysis - Barriers to Entry to the Profession	17
Entry and Recruitment	20
Continuous Professional Development (CPD)	23
Equality, Diversity & Inclusion (EDI)	28
The Employment Deal	31
Key Drivers - Employee Contribution	33
- 1. Wellbeing	
- 2. Satisfaction	
- 3. Job Security	
- 4. CPD	
- 5. Sufficient Resources	
Key Drivers - Desire to Stay	39
- 1. Satisfaction	
- 2. Advocacy	
- 3. Pride in the job	
- 4. Job Security	
- 5. Confidence	
Appendix 1 - Individual Survey Items	45

Executive Summary

This timely report examines a number of critical questions about the state of the information workforce in the UK:

- ▶ What is the overall composition of the workforce?
- ▶ How do employees perceive their working environment?
- ▶ What factors influence them to remain engaged with their work and 'minded' to stay with their organisations?

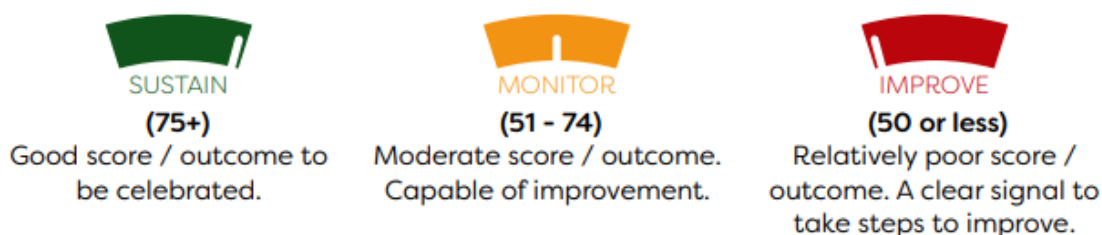
These questions help to inform a national debate about the health of the profession, designed to ensure consistency across the sector and drive up standards.

The ordering of the information reflects that of the research questions. An at-a-glance overview of key findings is followed by more details in the main body of the report. The appendices provide a wealth of additional data that may help readers looking for particular relationships/insights. The information is layered accordingly:

- ▶ Workforce Composition – information about job role, age, length of service, and other protected characteristics.
- ▶ Perception of the working environment – using 'social exchange theory' to illuminate the experience of employees at work.
- ▶ Revealing the features of the work environment that predict employee contribution – the extent to which employees are engaged with their work and perform with confidence, and their desire to stay within their organisations.

The main body of the report is set out in an easy-to-read format, with maximum use of graphics to provide at-a-glance presentation of the data. More detailed evidence, including a breakdown of the private and public sector responses, in the form of data tables and free text responses can be found in the appendix.

Throughout the document, you will see many questions whose answers are colour-coded. The mean values are calculated using the techniques in Appendix 1 and are grouped into the three main categories detailed below:

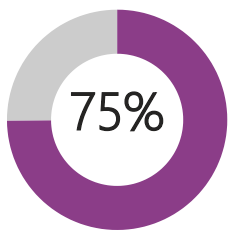


Executive Summary

Insights at a glance



Total Survey Responses



Women dominate the workforce-
75% reported as female



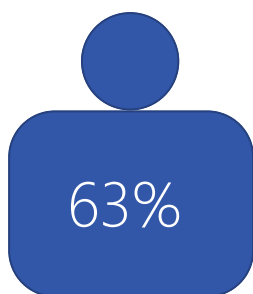
Women under-represented in senior
management-only 0.8% females earn
80k+, compared with 2.8% males



Highly qualified workforce
37% of workforce have a Masters
degree or PhD



High earners are more likely to
hold professional qualifications
than low earners



An ageing workforce-63% are aged
45 and above

Executive Summary

Insights at a glance



<5% of the workforce of non-white ethnicity



Health and wellbeing-17% of respondents had reduced ability to carry out day-to-day activities

22+ Hrs

Approx 70% of total respondents reported working 22+hrs per week

2/3

Of the workforce undertook CPD/training in the last 12 months



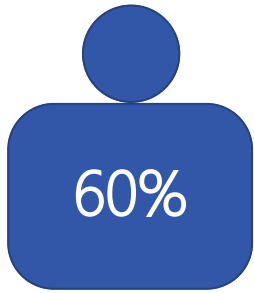
Approx 70% of total respondents reported being in permanent paid jobs



30% of the workforce earn less than £22.5k per year, while more than 20% earn over £40k per year

Executive Summary

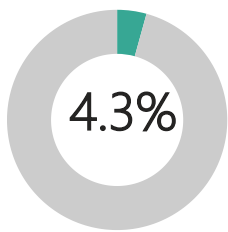
Insights at a glance



Of the workforce work in Libraries



Only 1% of people take up their first role through an apprenticeship



Of the workforce joined in the last 12 months

1/5

Of the workforce unaware of PKSB or the Digital Skills Standard



Median Salary of £25k - £35k per year across the domains

Experience

Highly experienced workforce - 40% with over 20 years across the domains

Executive Summary

Discussion

This report establishes new data regarding the composition of the UK Information Workforce, following the last report in 2015.

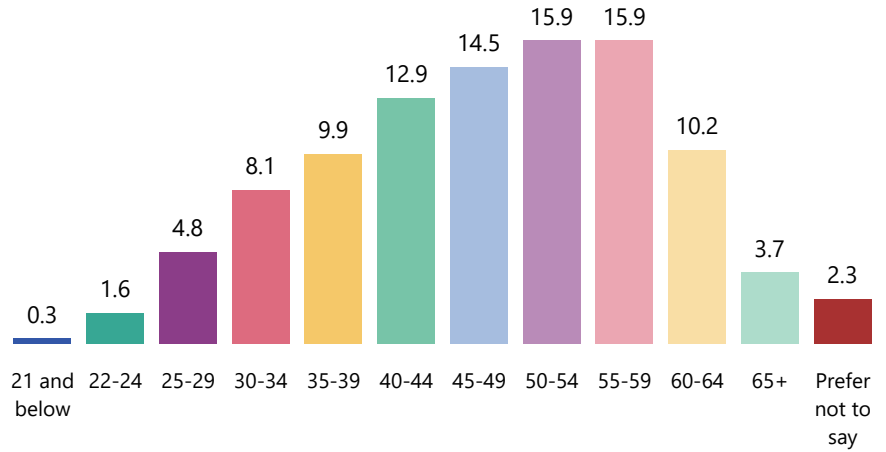
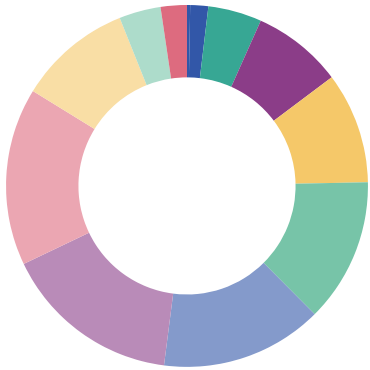
A key difference, which sets this report apart from its predecessor, is to be found in the evidence collected about the workplace experience (the employee experience), which in a sense provides a personal relationship dimension that cannot be ascertained from census-type data alone. The insights reveal that the most *potent driver or predictor of employee contribution* or engagement in the workplace is the *level to which employees perceive their employer having a genuine concern for their wellbeing*. For example, responsible employers will demonstrate a strong focus on staff wellbeing and care, whereas others pay lip service to mental and physical well-being, whilst increasing demands continually.

In terms of *encouraging employees to stay in their organisations*, the most potent driver or predictor is the *overall satisfaction with their employment 'deal'* – the extent to which employees feel their contributions in the workplace are matched or 'balanced' by contributions from their employer. Satisfied employees comment about their employer treating them well – such as good pay and benefits, including access to health and wellbeing services, role autonomy and good relationships with their supervisor/manager. Dissatisfied employees remark about senior management failing to engage with issues like pay, pensions and workload, which can lead to burnout.

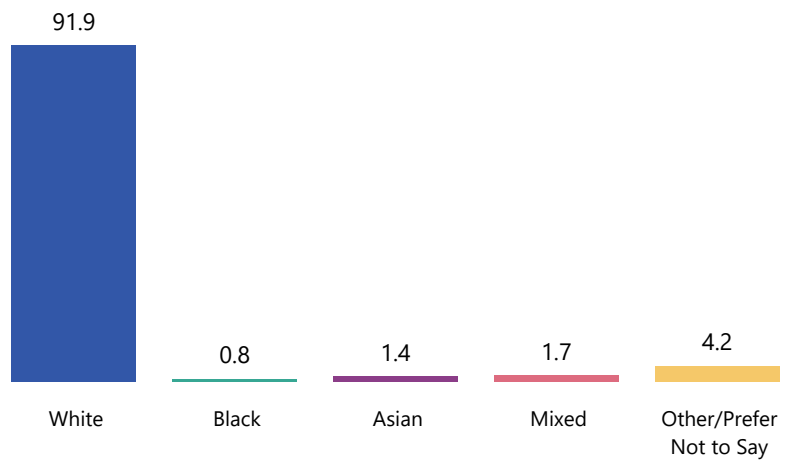
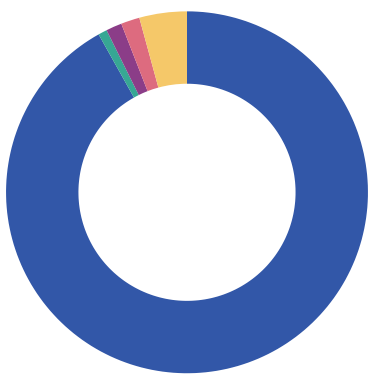
Employers should take note of these findings, if they aspire to create working environments that encourage good levels of sustainable employee contribution - employees giving their best each day.

Demographics

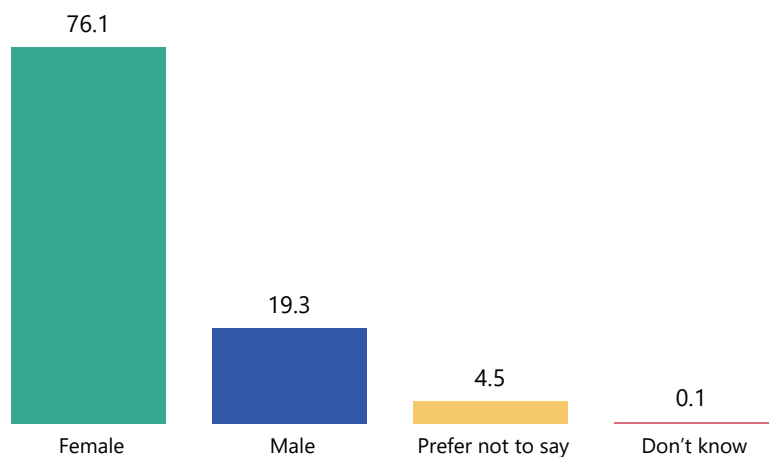
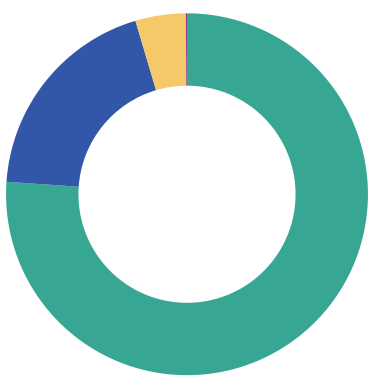
Age, Ethnicity and Gender



Percentage (%) of Respondents by Age

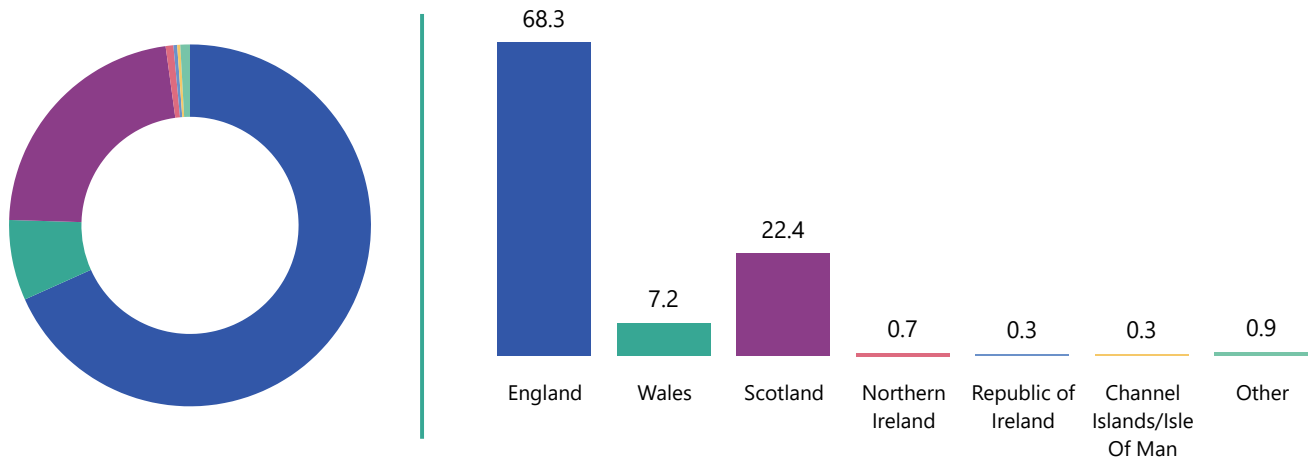


Percentage (%) of Respondents by Ethnicity

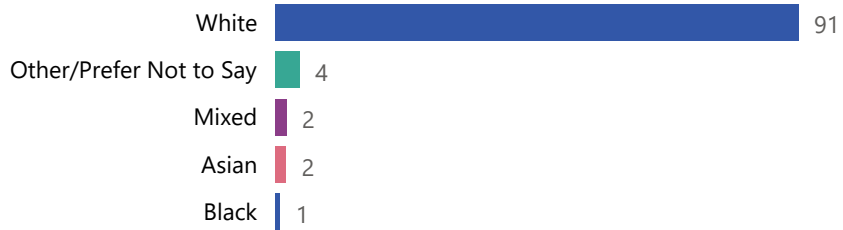
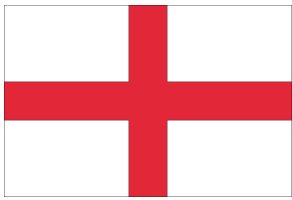


Percentage (%) of Respondents by Gender

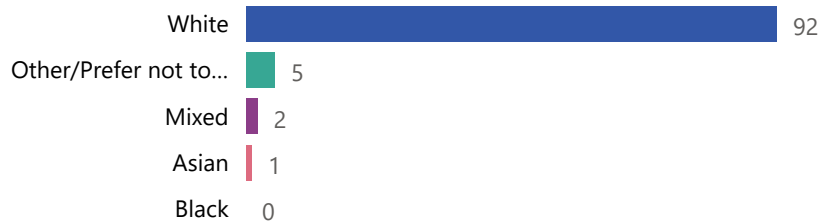
Demographics-Respondents by Country and Ethnicity



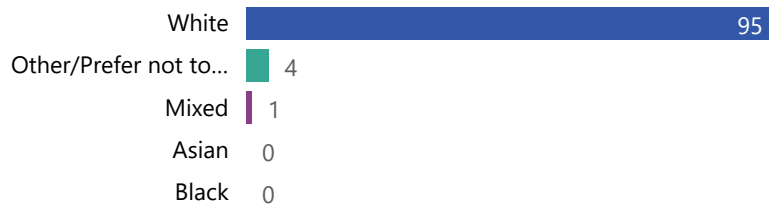
Percentage (%) of Respondents by Country



Percentage (%) of Respondents by Ethnicity - England

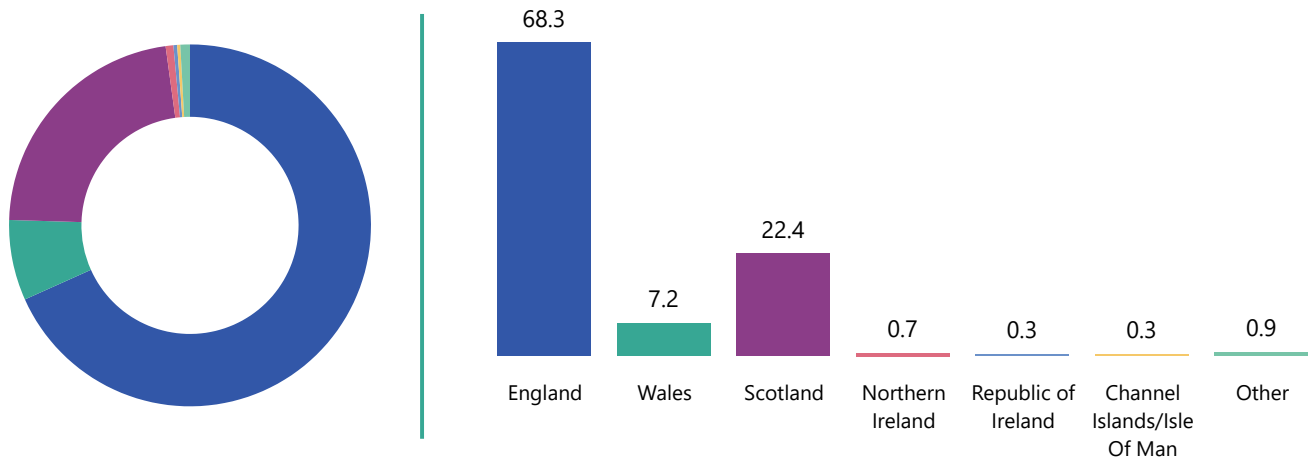


Percentage (%) of Respondents by Ethnicity - Wales

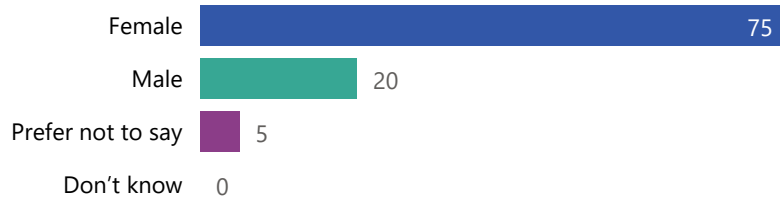
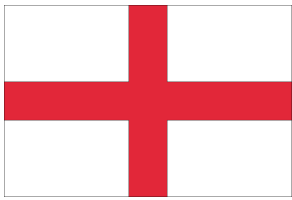


Percentage (%) of Respondents by Ethnicity - Scotland

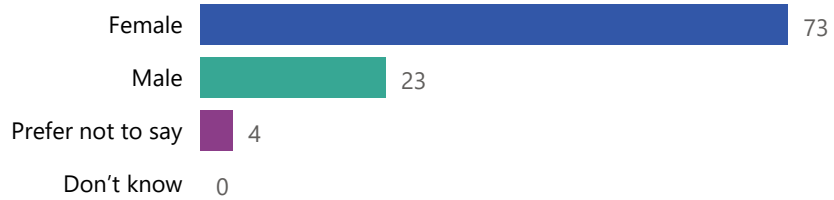
Demographics-Respondents by Gender by Country



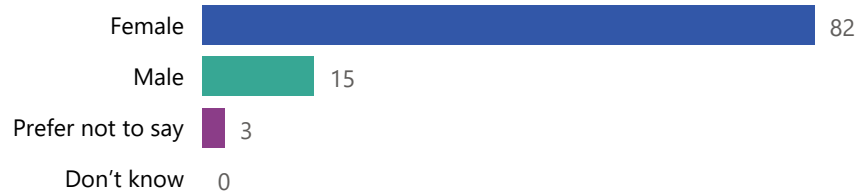
Percentage (%) of Respondents by Country



Percentage (%) of Respondents by Gender - England



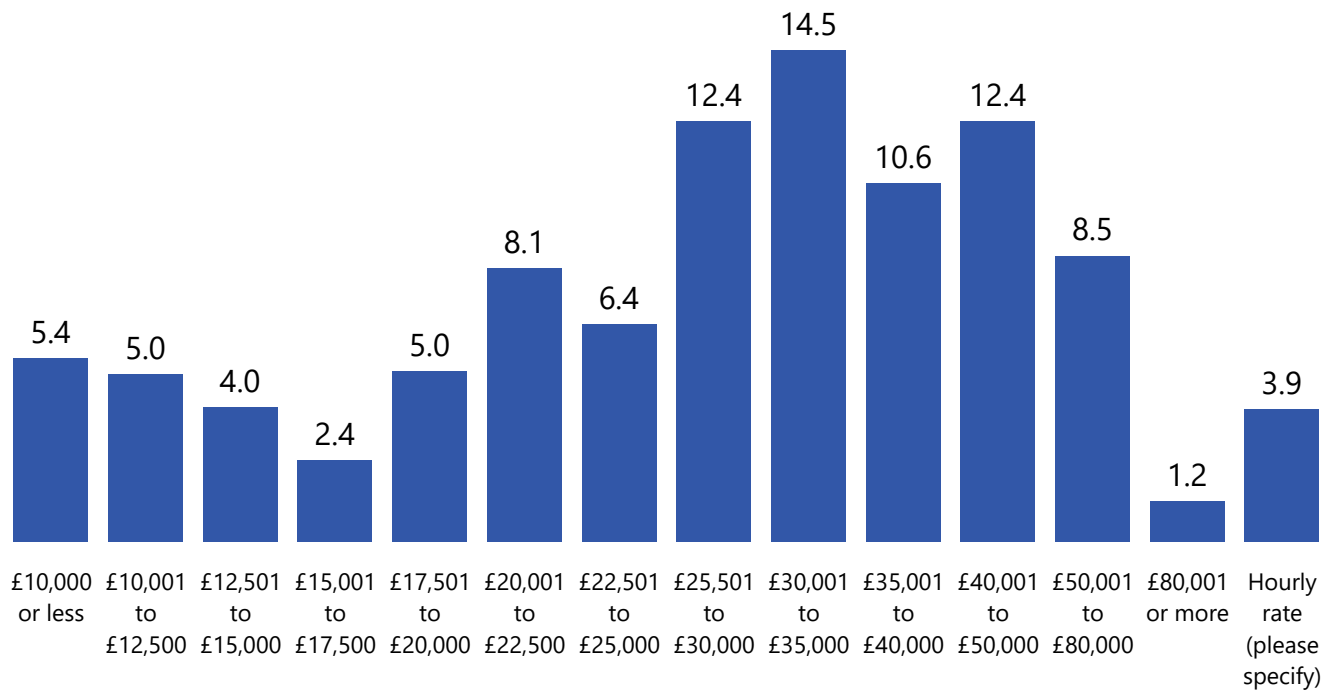
Percentage (%) of Respondents by Gender - Wales



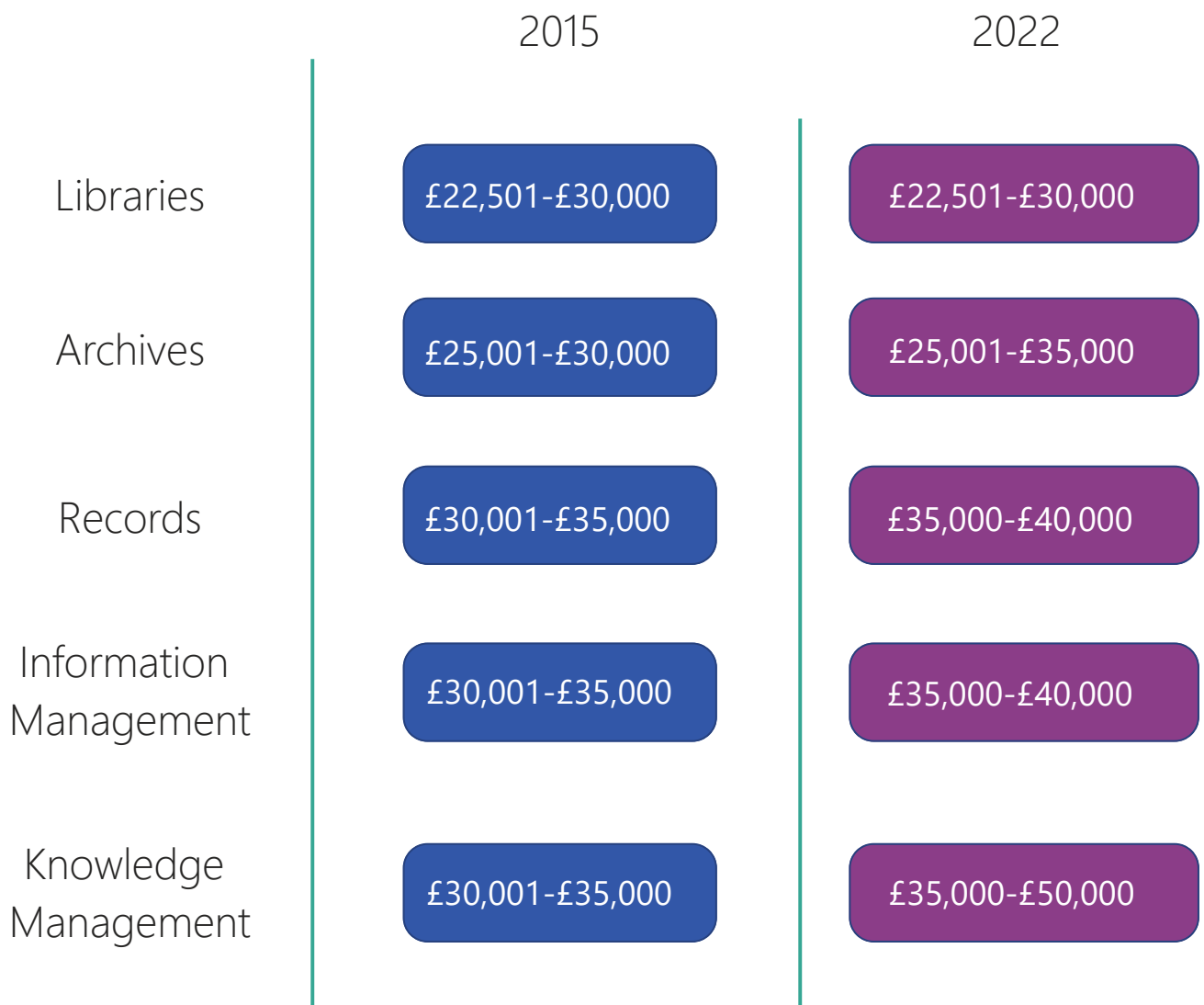
Percentage (%) of Respondents by Gender - Scotland

Demographics

Salary Comparison

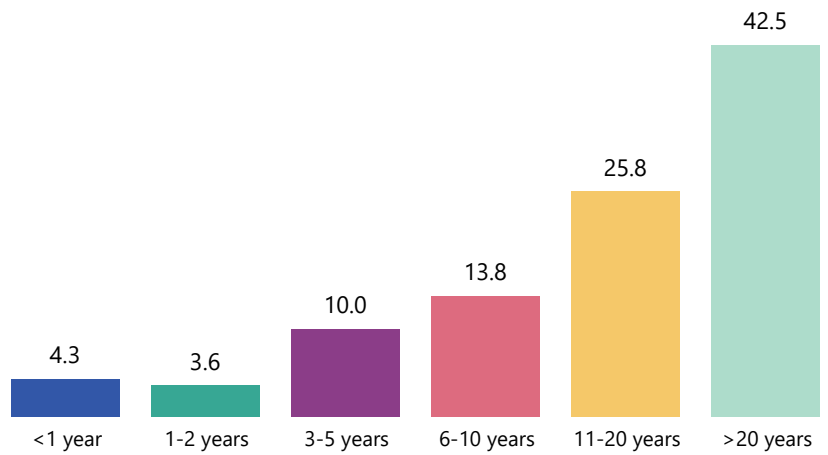


Percentage (%) of Respondents by Salary

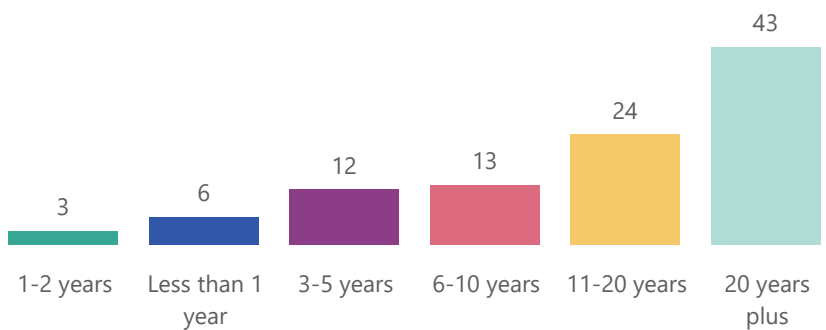
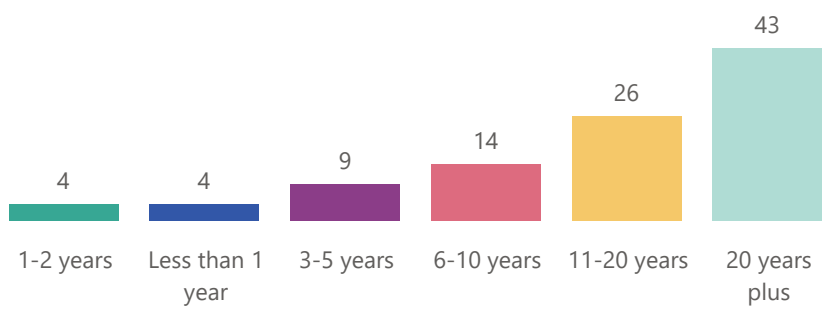
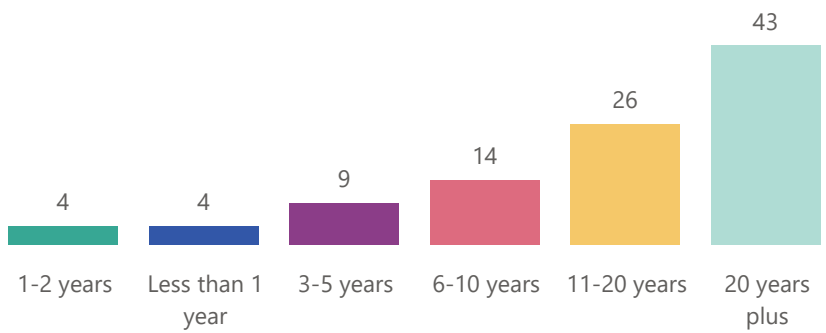
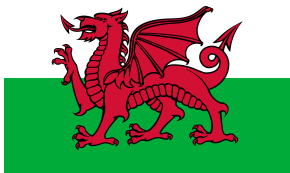
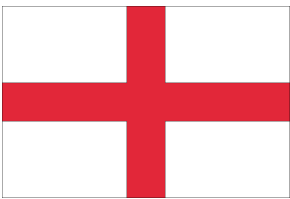


Approximate Salary Comparison Mid-Range (2015 vs 2022) by Domain

Demographics-Duration in Role



Percentage (%) of Respondents by Duration in Role



Percentage (%) Respondents by (Length of Service) by Country

Sentiment Analysis

Survey respondents were invited to express their views via free text to two key questions:

- 1) What is the best thing about working for your organisation?
- 2) Please describe any barriers you may have experienced entering the profession and in progressing your career.

The free text responses were analysed and sentiment weighted and in each case six main themes emerged, based on the frequency of the narratives. These are now set out with accompanying free text examples, that represent the essence of the theme.

Main Themes

Best Thing

The Team

Job role
autonomy

Continuous
Professional
Development

Flexible
Working

Wellbeing

Organisational
Culture

Barriers

No Barriers

Financial

Lack of
Degree/Relevant
Qualifications

Socio-Economic
Background

Location

Short-Term
Contracts

Sentiment Analysis

Best thing about the Profession

Theme: The Team

The Team camaraderie and a feeling of making a difference in people's lives

I work with an extremely supportive team who are always on hand to guide me and answer any questions I might have

Being able to build a team who want to achieve and create excellent services

Theme: Job role autonomy

Autonomy - We are trusted to develop and deliver our services in ways that we, as experts in our area, establish as correct for us

Freedom and sense of autonomy to do my job - no micromanagement, and I can be very creative

I have a high degree of autonomy in my role, and they will let me try lots of different things knowing some will fail

Sentiment Analysis

Best thing about the Profession

Theme: Continuous Professional Development

I think that the organisation genuinely cares about its employees and provides a wide range of support/training

Support for external professional engagement, professional accreditations, and the opportunity to lead our staff learning and development offer

I am encouraged in my career development and have support in accessing professional development activities

Theme: Flexible Working

The current flexibility in terms of work /life balance, e.g., working at home a couple of days per week

I work for my local authority library service in a casual capacity and the best thing is the flexibility this gives me

Being permitted to work my full-time hours (37.5 per week) compressed into a four-day week, and able to work 2 days from home and 2 days in the office

Sentiment Analysis

Best thing about the Profession

Theme: Wellbeing

I have found some benefits, such as access to rapid physio, extremely helpful to my health and wellbeing

I believe my employer demonstrates a genuine concern for my well-being

Wellbeing is given a high level of importance at a manager-employee level

Theme: Organisational Culture

Clear set of values and a culture that aligns with my own

Our work culture is generally positive and definitely supportive

There is a genuine collaborative and supportive culture demonstrated in the organizations handling of staff during the pandemic

Sentiment Analysis

Barriers to Entry to the Profession

Theme: No Barriers

No barriers entering but progression is hard as there are few higher job opportunities

No barriers entering the profession. Initially found it difficult to move from a non-frontline role to broaden my experience

None - very lucky to have a traineeship before doing masters then getting first professional job which I've remained in

Theme: Financial

Studying the masters full-time: this not only posed a financial barrier (almost £10,000 in fees), but a time barrier. Applying for paid internships/entry level roles was very competitive and often unsuccessful

The wages are low, the opportunities few and far between if you don't want to just go the management route... the masters is way too expensive for someone on 18k a year

Finances are a barrier for most wishing to join the sector. I consider the master's route elitist, and restrictive

Sentiment Analysis

Barriers to Entry to the Profession

Theme: Lack of Degree/Relevant Qualifications

I do not yet have a MSc degree, which has held me back in the past from meeting criteria for roles

I don't have a library related degree so cannot become a librarian without an expensive course

The need and opportunity for obtaining certain qualifications. It was only with the introduction of ACLIP as a route to chartership to recognise years of experience that I was able to progress and obtain qualifications while working

Theme: Socio-Economic Background

My lack of self-confidence (mainly because from a working-class background I feel like I shouldn't be here- imposter syndrome) has been the main issue

Academic libraries are very middle class, they have a very specific idea of what professionalism is and how you should communicate

I come from a low-income background and money has definitely impacted my career journey

Sentiment Analysis

Barriers to Entry to the Profession

Location

The limitations of location, i.e., not having/wanting a driving licence, so only applying for jobs that I could travel to via public transport (otherwise having to relocate)

A concentration of jobs in London which made them unsuitable for many and difficult to afford living costs

Location of posts - became more difficult after starting a family

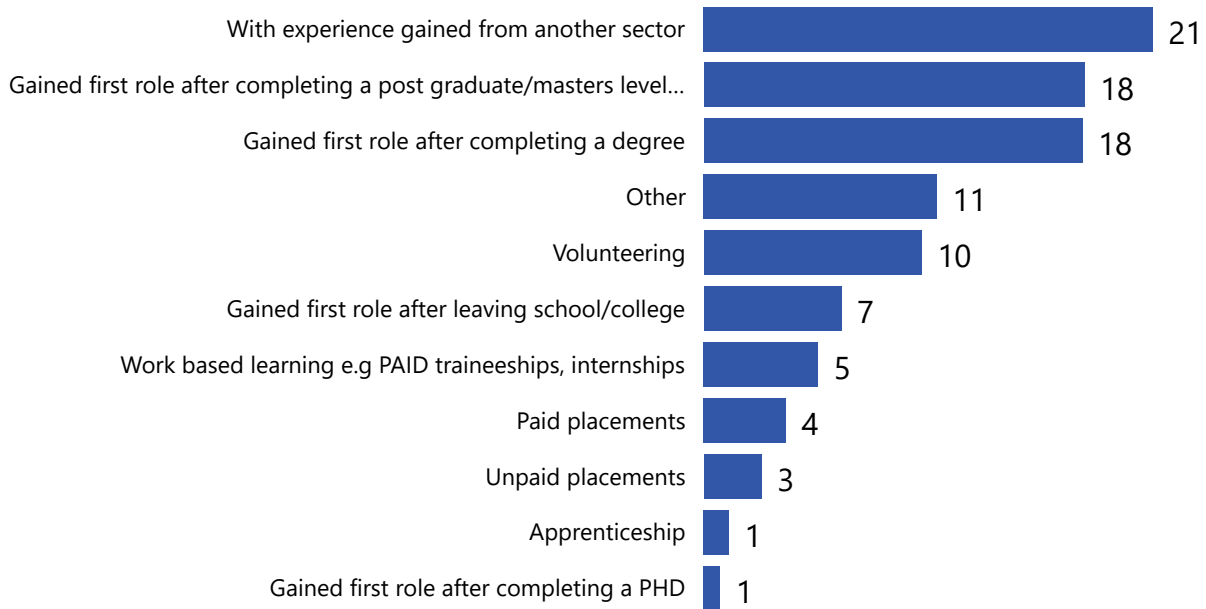
Short-Term Contracts

Unwillingness of employer to issue permanent contracts

Lots of the contracts are non-permanent positions, creating instability

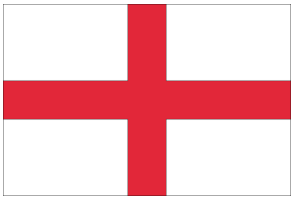
For the first six or seven years I was only able to find part-time or temporary posts. Career progression has been mostly absent

Entry and Recruitment

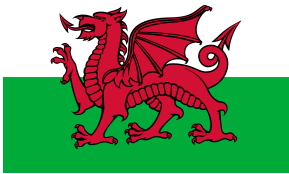


How did you enter the Domain? (% of responses)

2022



Relative frequency broadly equivalent to the UK profile above



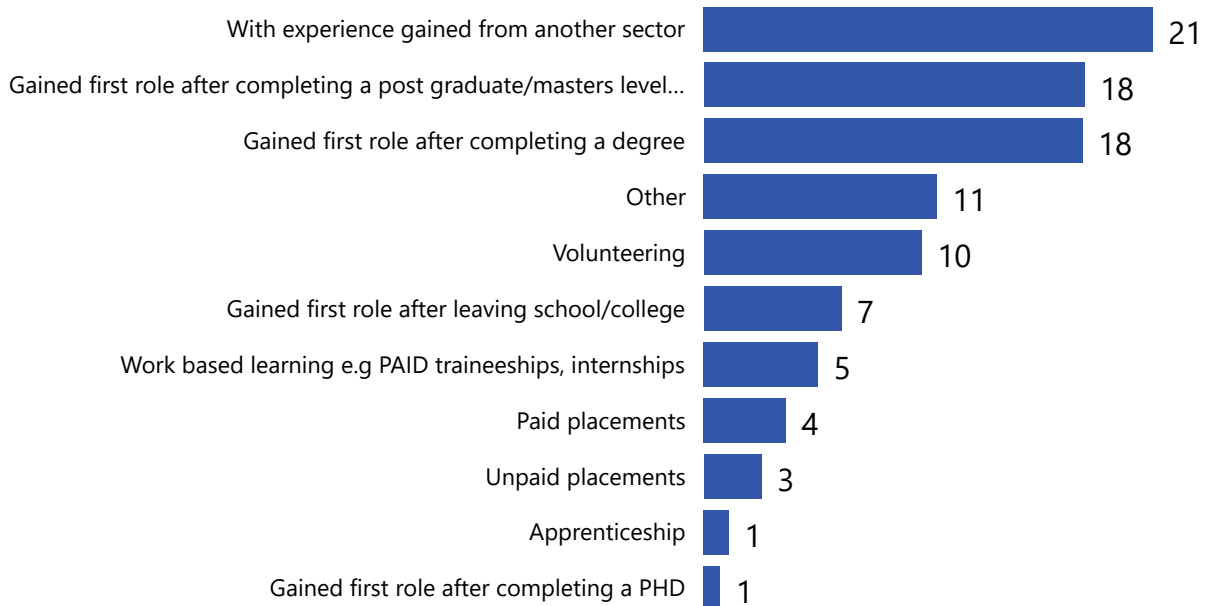
Relative frequency broadly equivalent to the UK profile above



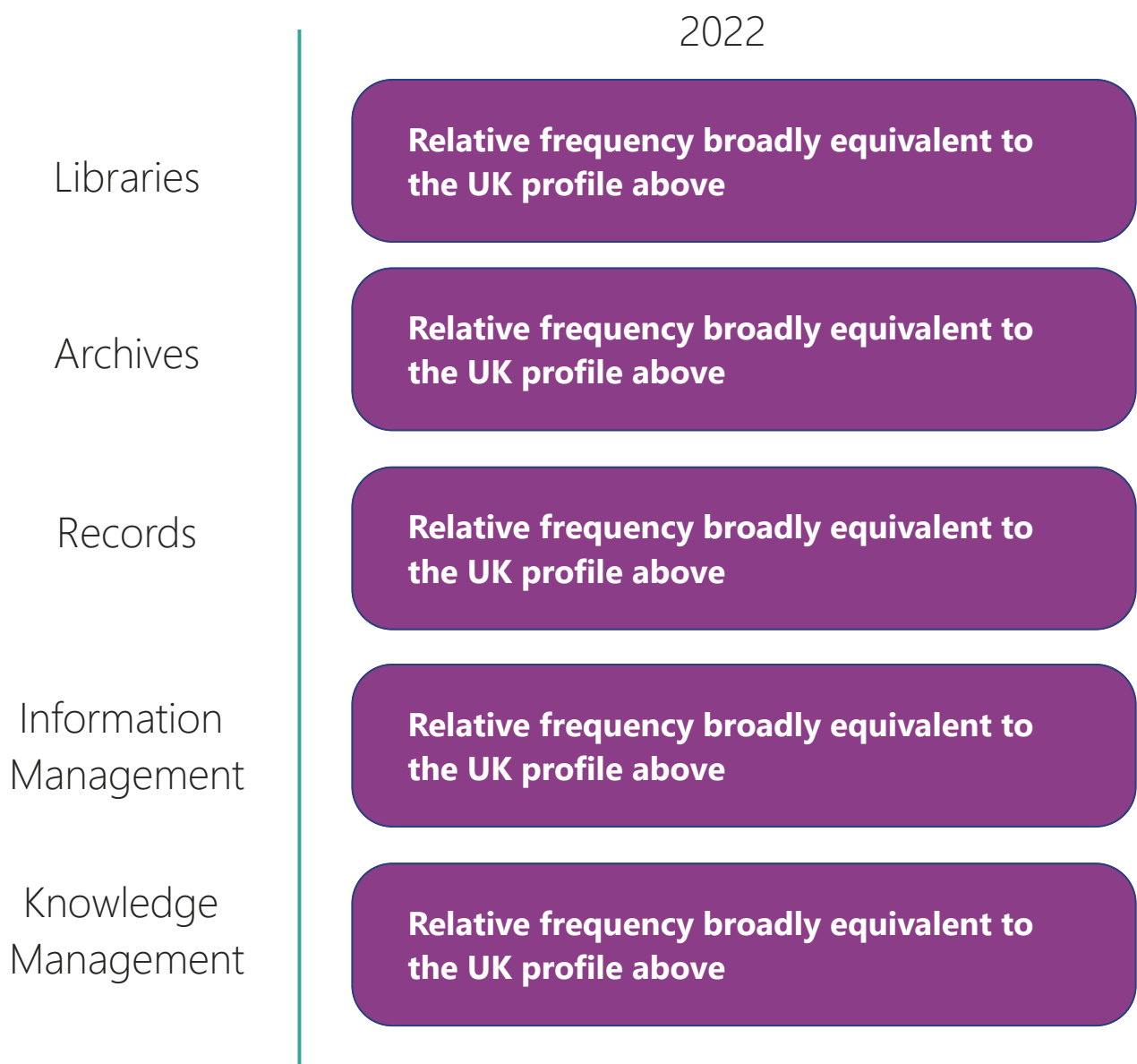
Relative frequency broadly equivalent to the UK profile above

Most common route into the industry by Country

Entry and Recruitment

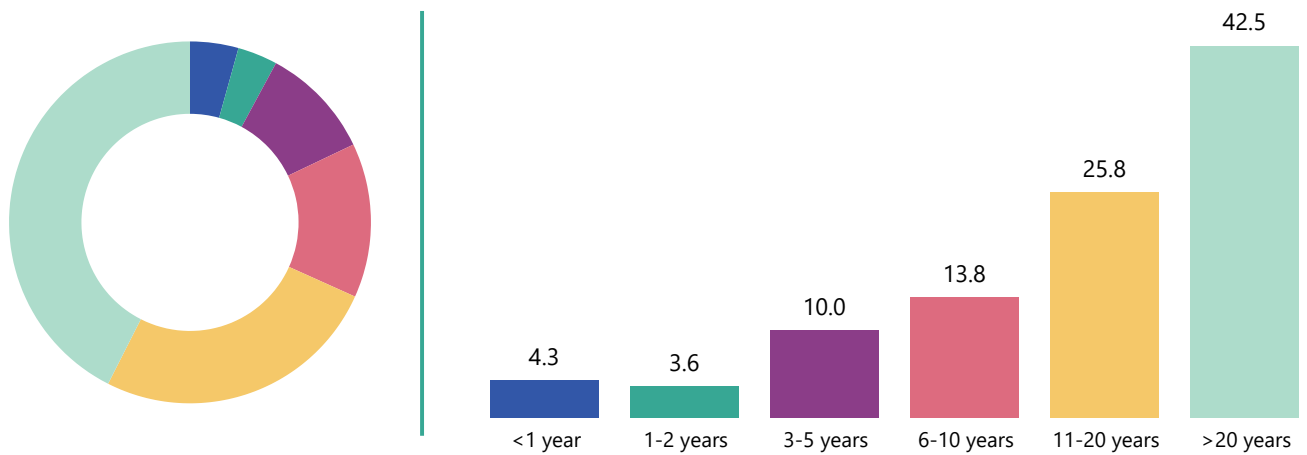


How did you enter the sector? (% of responses)

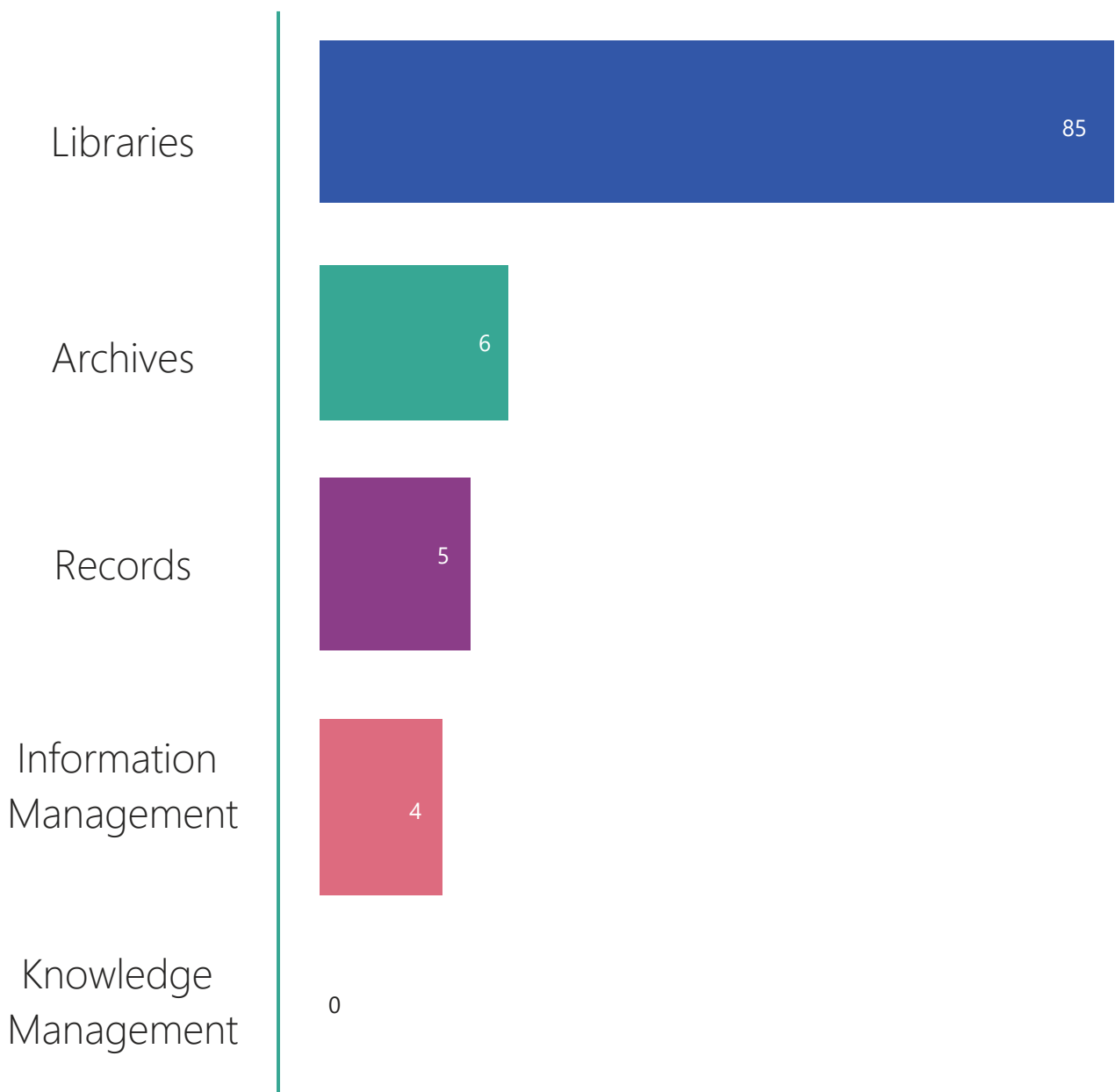


Most common route into the industry by Domain

Entry and Recruitment

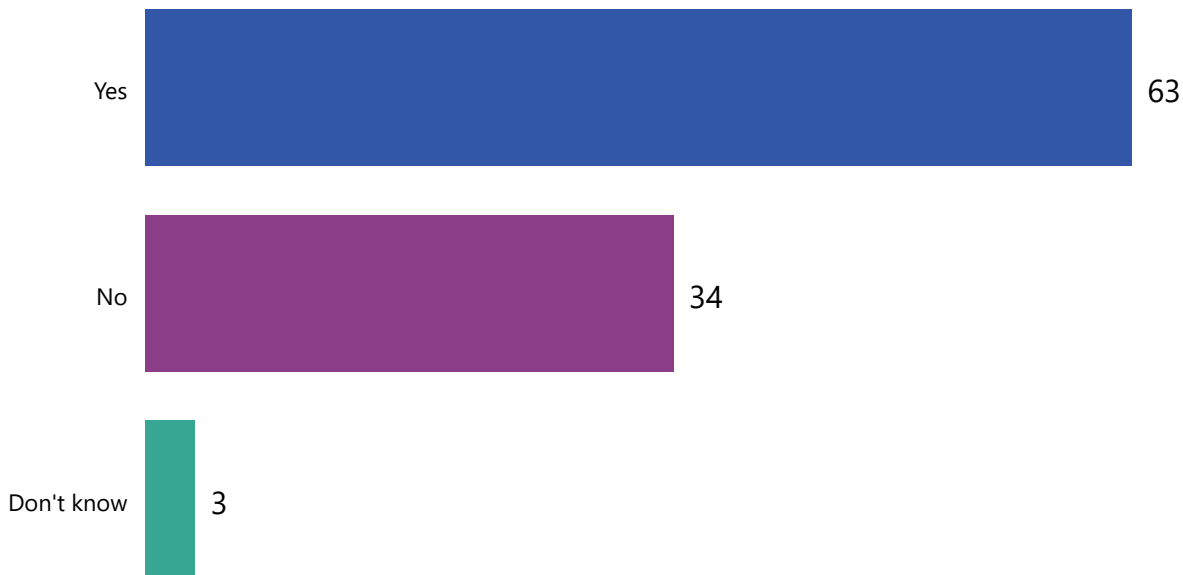


Percentage (%) of Respondents by Duration in Role

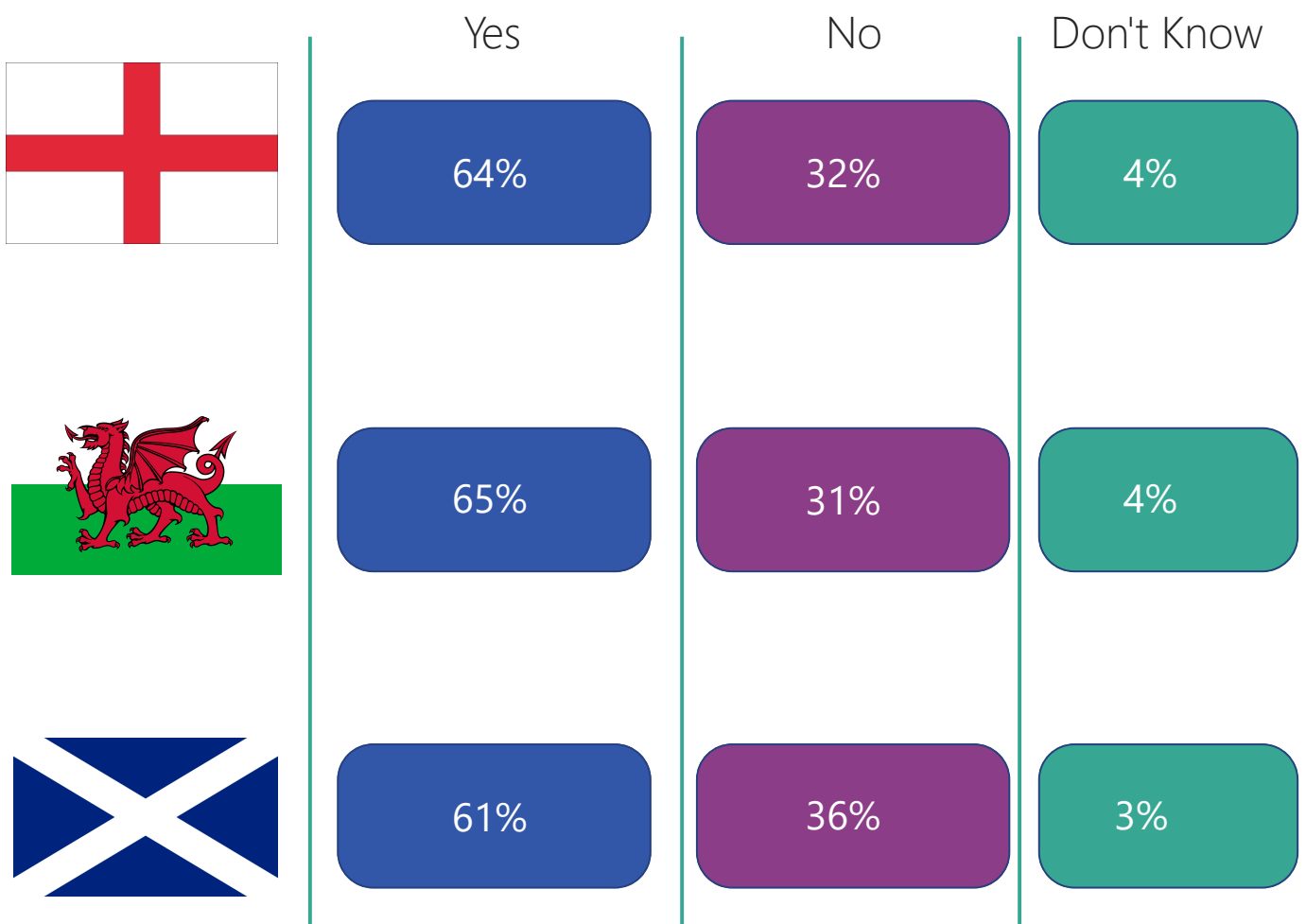


Percentage (%) of New Employees (<1 year in role) by Domain

Continuous Professional Development (CPD)

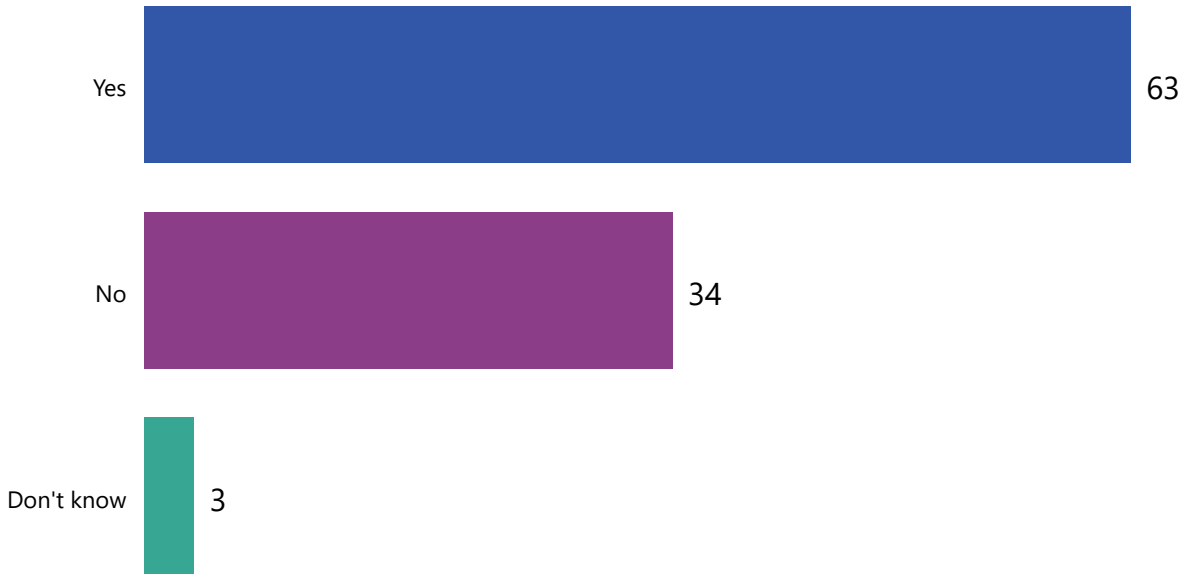


Have you undertaken CPD or formal training in the last 12 months? (% of responses)

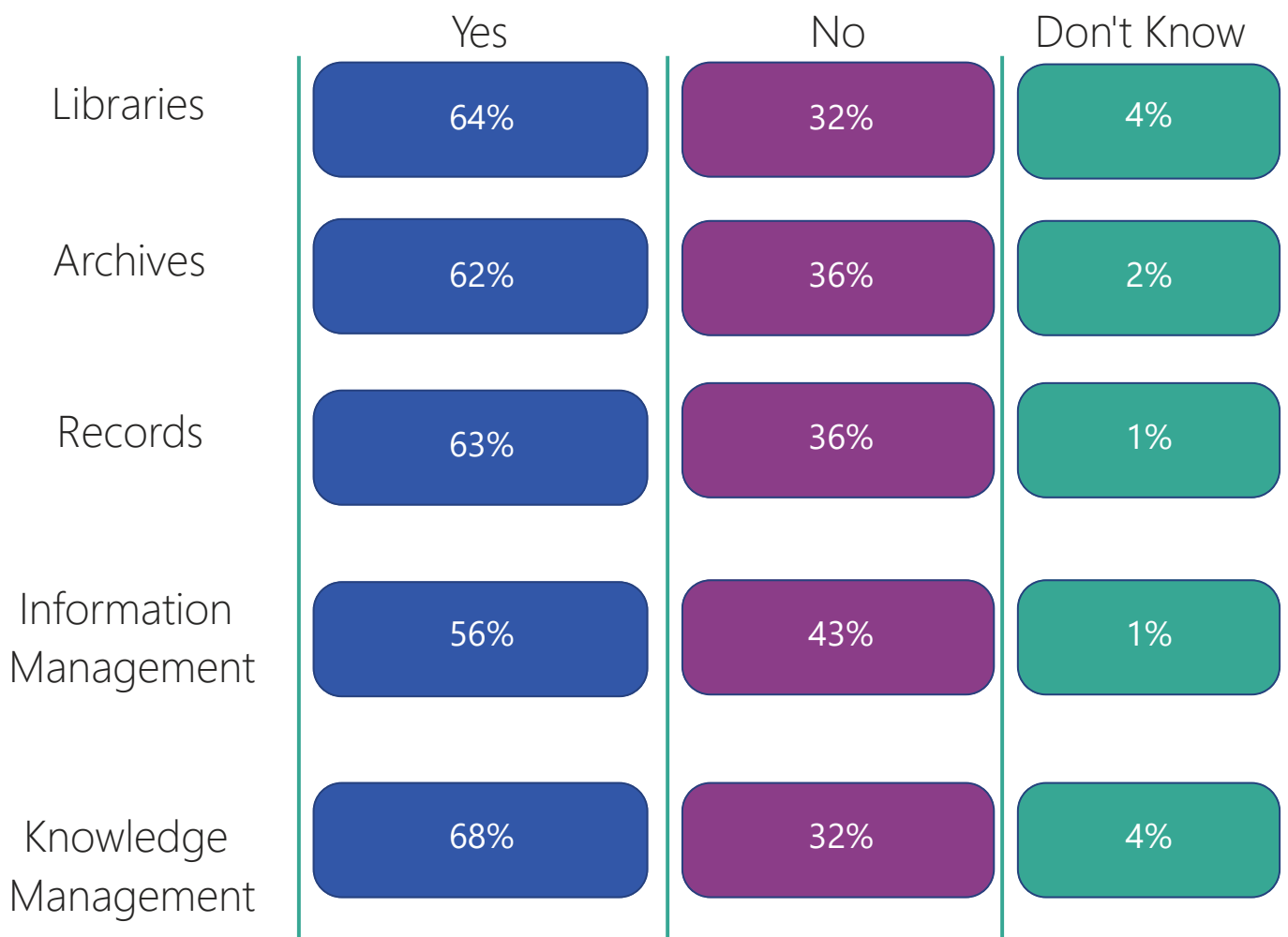


Response breakdown by Country

Continuous Professional Development (CPD)

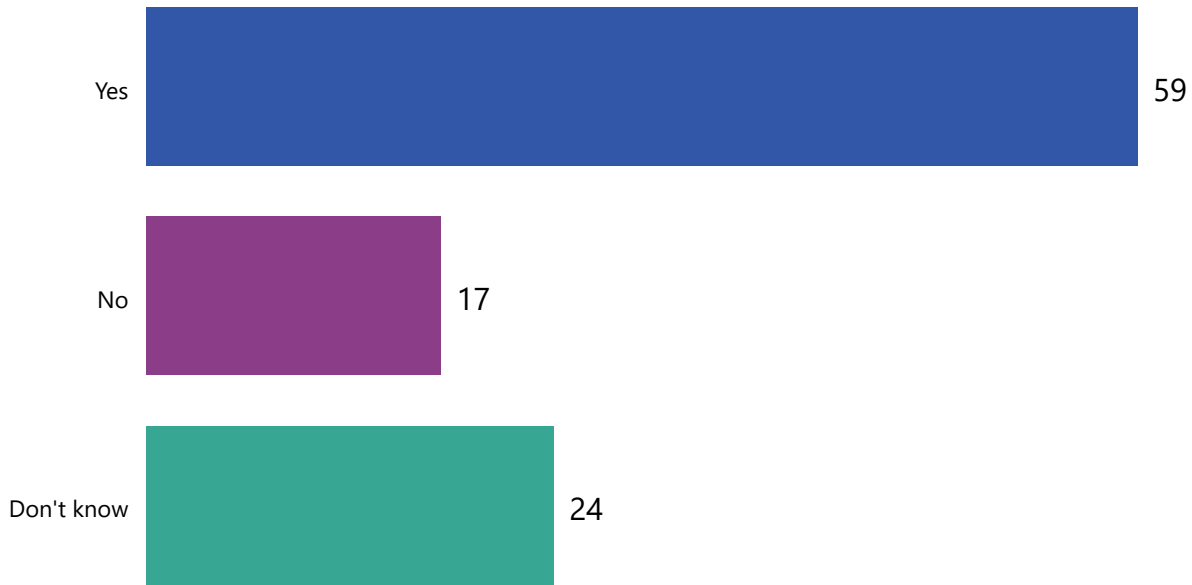


Have you undertaken CPD or formal training in the last 12 months? (% of responses)

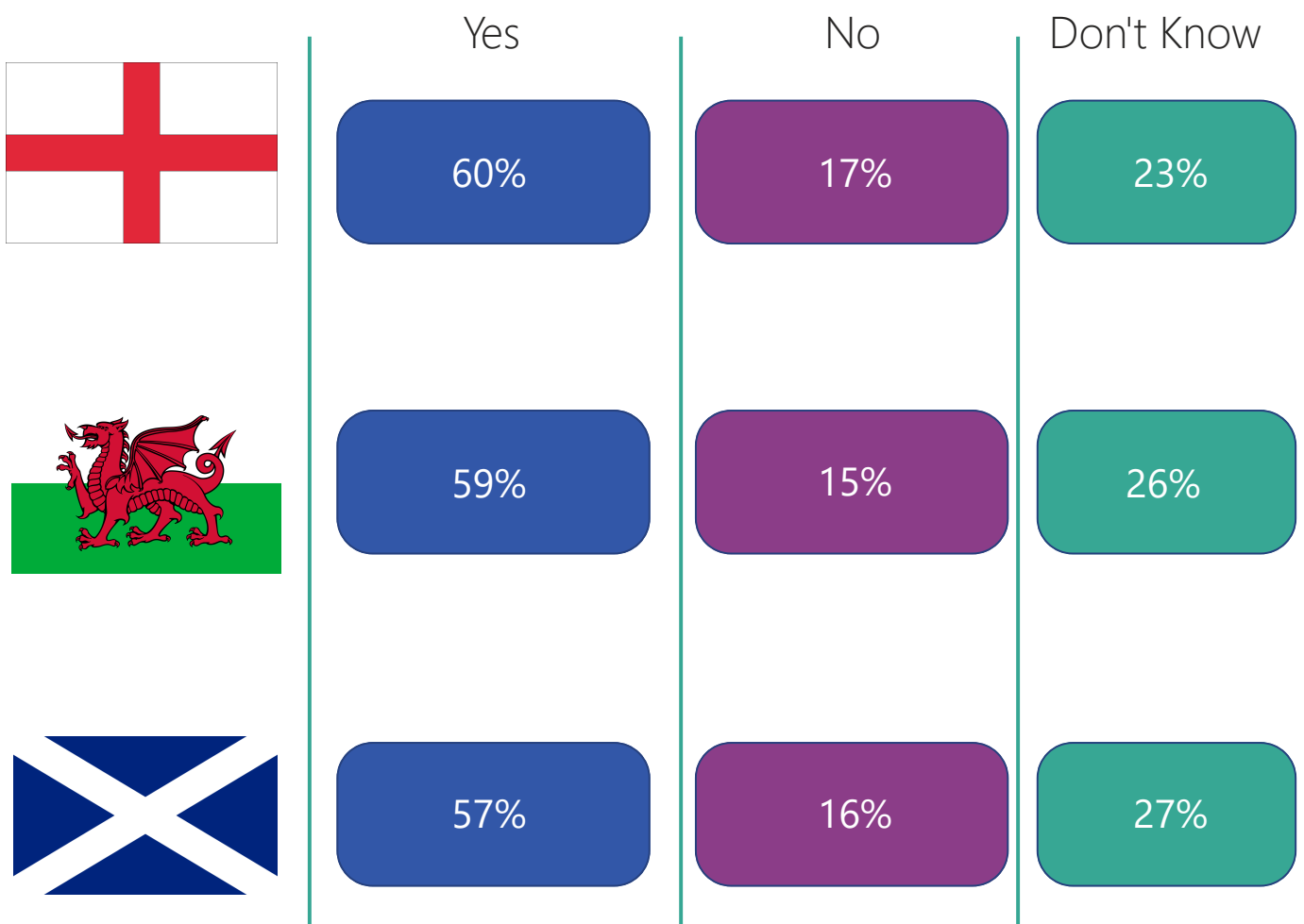


Response breakdown by Domain

Continuous Professional Development (CPD)

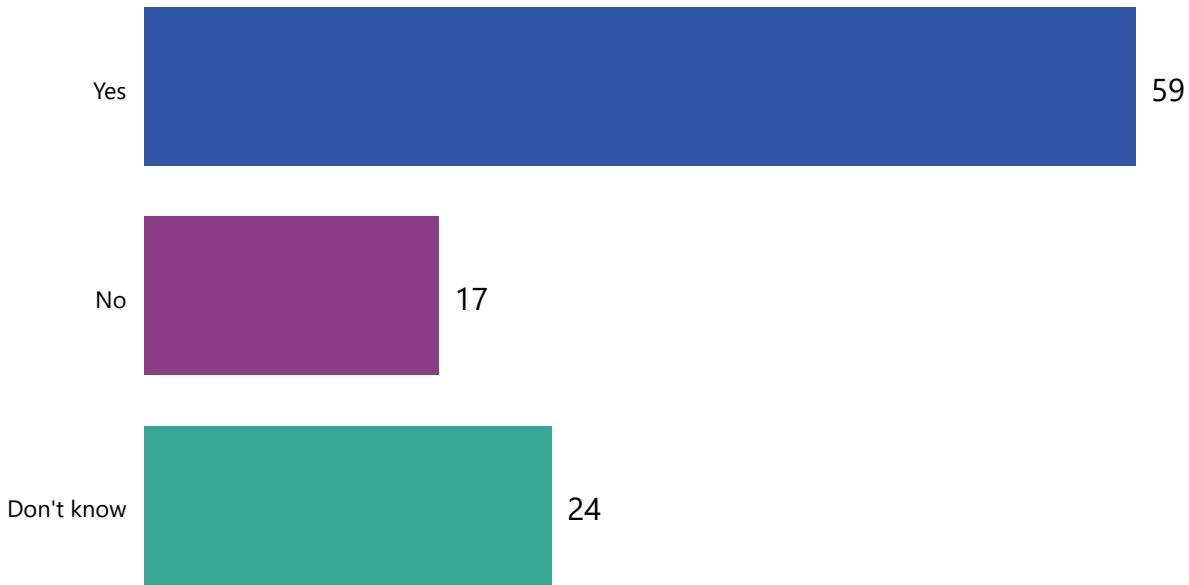


Do you intend to undertake CPD or formal training in the next 12 months? (% of responses)

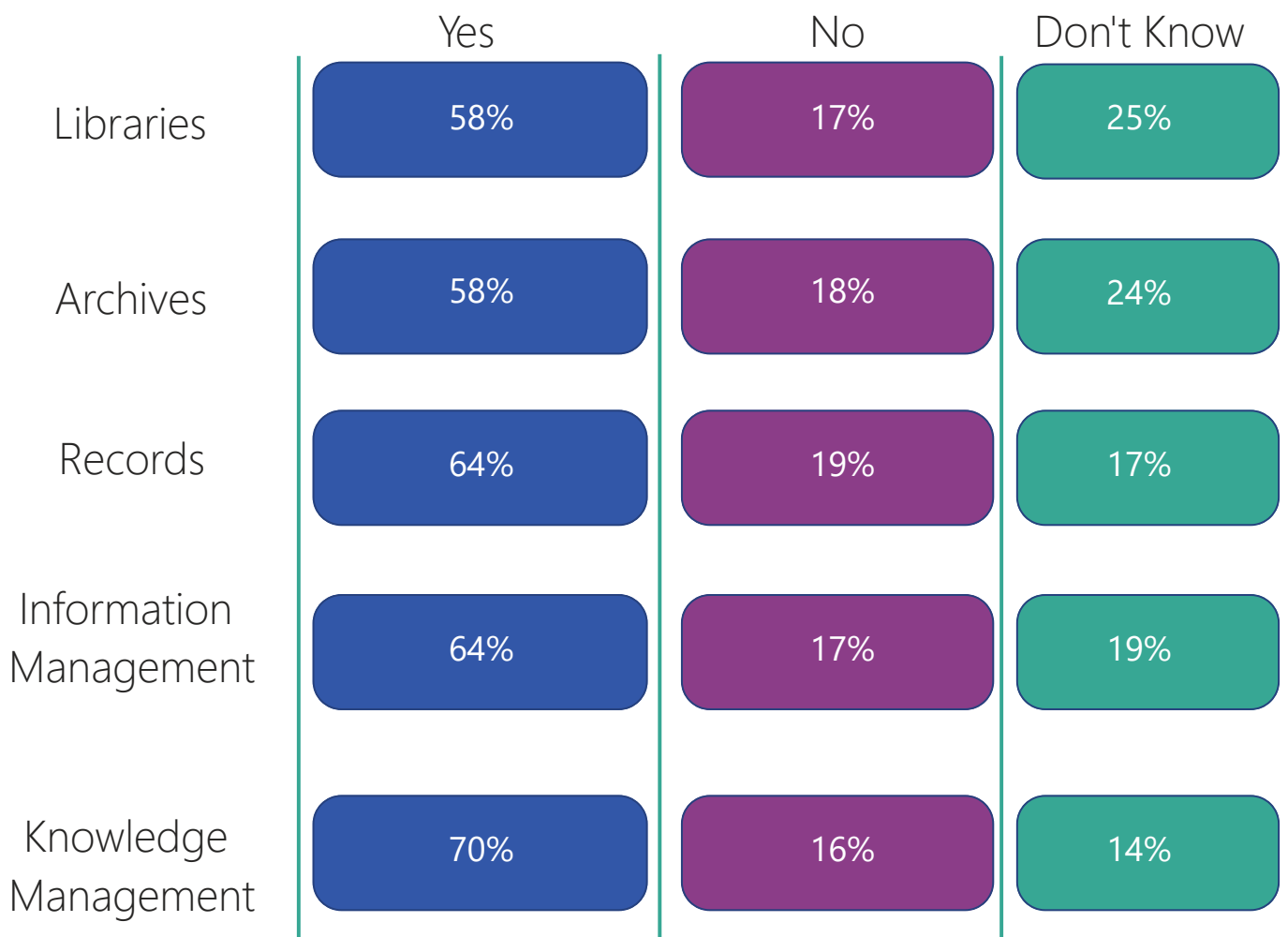


Response breakdown by Country

Continuous Professional Development (CPD)

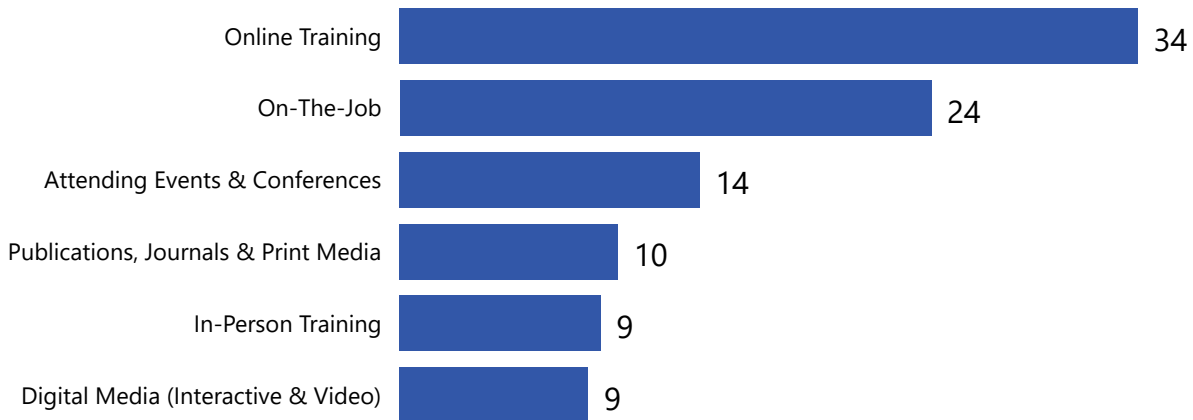


Do you intend to undertake CPD or formal training in the next 12 months? (% of responses)

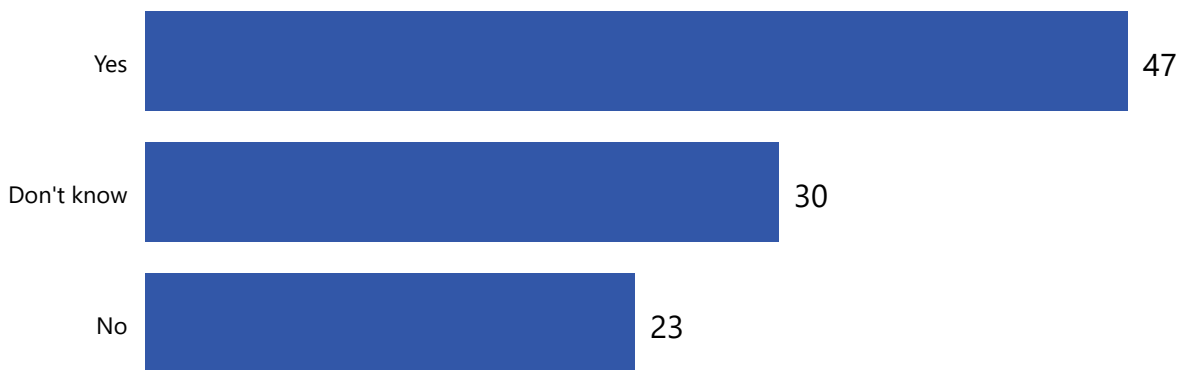


Response breakdown by Domain

Continuous Professional Development (CPD)



What is your main source of CPD/training? (% of responses)



Does your employer support your training through a dedicated budget? (% of responses)



If yes (to above), what is your employer's estimated expenditure per head on training each year? (% of responses)

Equality, Diversity & Inclusion

Survey respondents were asked to rate 8 questions shown in the table below on a 5-point Likert scale. These questions are specifically aimed at discovering the approach taken by organisations to the management of Equalities, Diversity and Inclusion.

The mean values to each question at the UK wide level are shown below. The following pages show the results for particular demographic categories-Country, Domain, Region, Gender, Sexual orientation and Working Carer.

1. The leadership of my workplace encourages and is supportive of Equalities, Diversity and Inclusion	78
2. Management shows that EDI is important through its actions	70
3. My organisation is committed to improving the diversity of its workforce	70
4. My organisation fosters a culture that allows staff to be themselves at work without fear	70
5. My organisation takes active measures to seek a diverse candidate pool when hiring	61
6. Employees of different backgrounds are encouraged to apply for higher positions in my organisation	62
7. My organisation's policies or procedures encourage Equality, Diversity and Inclusion	73
8. My organisation provides an environment for the free and open expression of ideas, opinions and beliefs.	66

Equality, Diversity & Inclusion

Question No.	1	2	3	4	5	6	7	8	N
Libraries	77	70	69	70	60	61	73	65	2593
Archives	78	69	70	71	61	61	74	68	502
Records Management	83	77	78	76	69	71	77	72	116
Information Management	82	74	80	76	69	67	79	72	197
Knowledge Management	80	76	78	72	66	69	77	69	58

EDI mean scores by Domain

Question No.	1	2	3	4	5	6	7	8	N
England	78	71	71	71	62	63	74	67	2373
Wales	78	71	70	71	60	61	73	66	246
Scotland	75	68	67	68	59	59	71	63	777

EDI mean scores by Country

Question No.	1	2	3	4	5	6	7	8	N
Straight/heterosexual	79	72	72	72	62	63	74	68	2696
Lesbian	74	68	66	69	55	60	72	67	51
Gay	78	71	71	72	62	61	71	64	84
Bisexual	75	62	64	67	53	58	71	63	235

EDI mean scores by Sexual Orientation

Equality, Diversity & Inclusion

	1	2	3	4	5	6	7	8	N
Female	78	71	71	71	61	62	74	67	2655
Male	79	71	72	71	63	63	74	67	672
Non-binary/Gender queer/Agender/Gender fluid	72	59	63	64	55	61	66	59	48

EDI mean scores by Gender

	1	2	3	4	5	6	7	8	N
East Midlands	79	73	73	73	62	64	77	71	170
Eastern	84	75	75	74	62	63	78	69	126
London	79	70	73	71	65	65	74	67	571
North East	80	75	73	75	63	65	75	70	95
North West	76	69	69	69	59	61	73	65	277
South East	79	72	71	73	60	63	76	70	366
South West	79	71	70	72	60	61	73	68	323
West Midlands	77	70	69	69	61	60	73	65	199
Yorkshire and Humberside	75	67	68	67	59	61	72	62	246

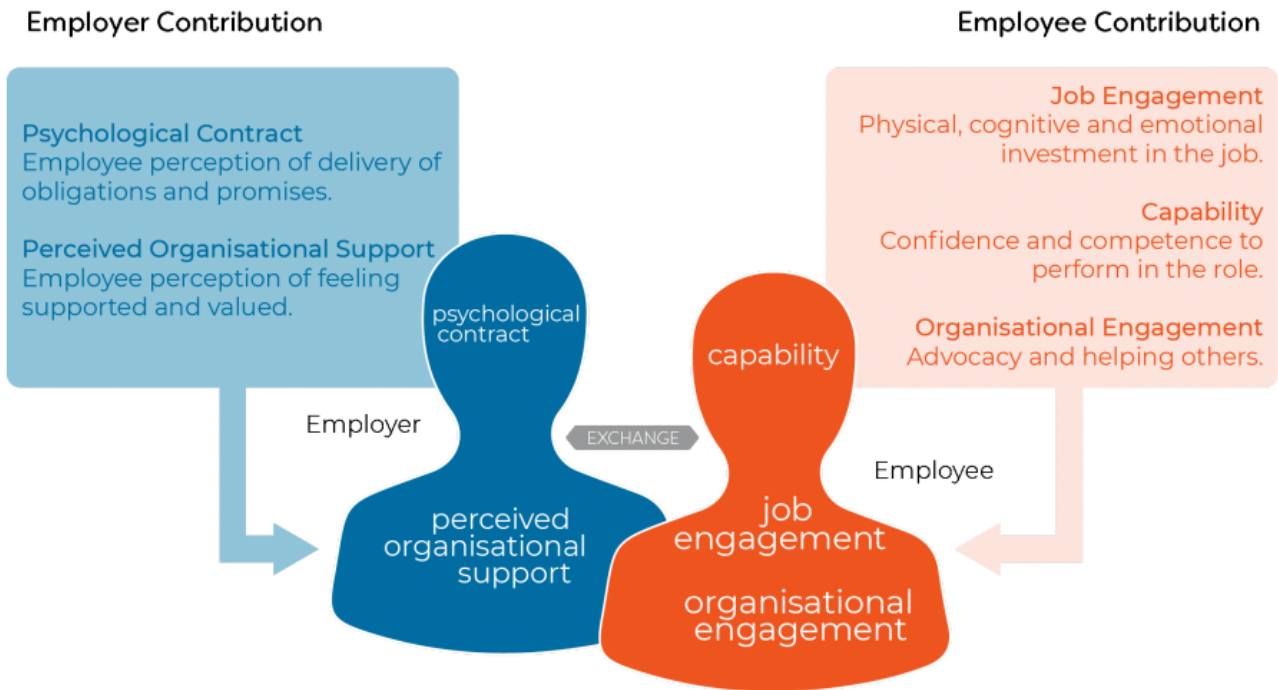
EDI mean scores by Region

	1	2	3	4	5	6	7	8	N
Working Carer - Yes	76	69	70	68	60	60	72	63	499
Working Carer - No	78	71	70	71	61	62	74	67	2931

EDI mean scores by Working Carer

The Employment Deal

The workplace experience is represented by the Social Exchange model shown below. A variety of contributions are measured that allow a sense of how employees perceive their working environment and their overall satisfaction with the 'deal' - how and what they are expected to contribute compares with their employer. The values of the main contributions, and associated job pressure and workplace tension, are shown below.



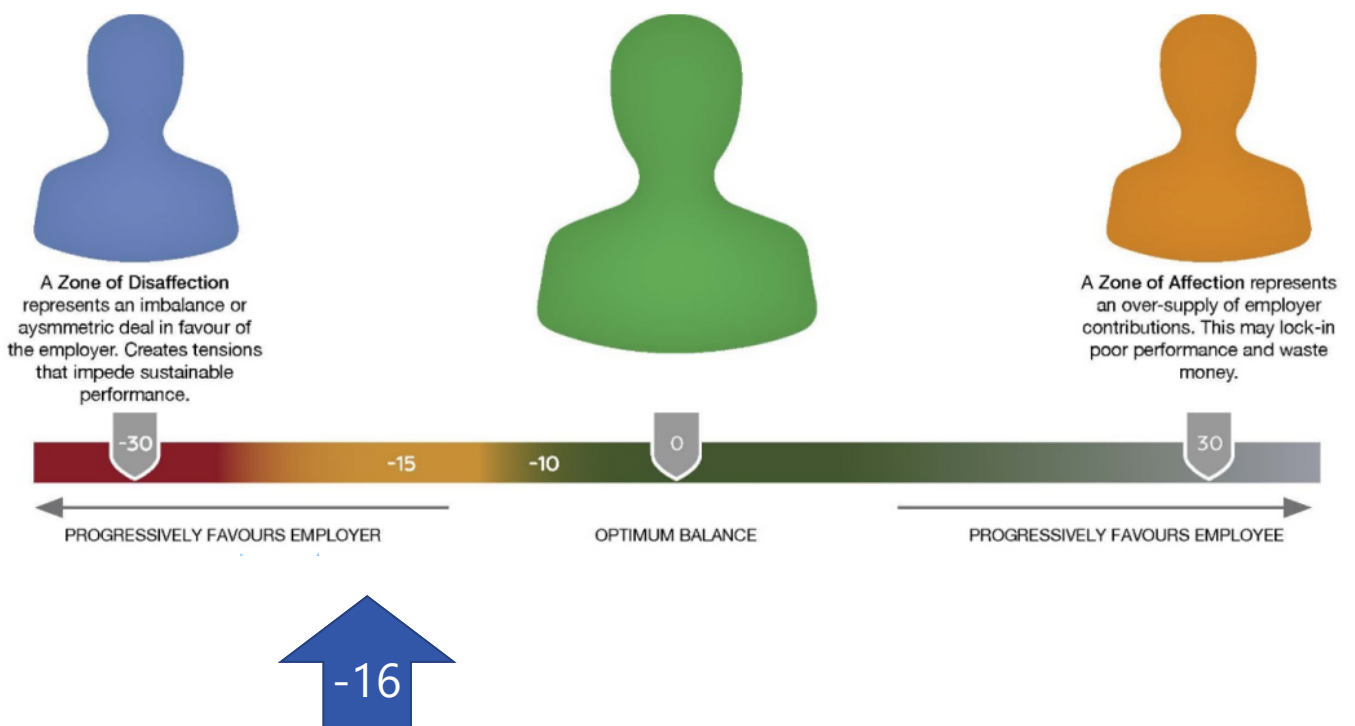
The Employment Deal



Individual Contributions

The Balance of The Deal

The scores can be re-expressed as the 'balance of the deal', showing the imbalance between the employer and employee contributions – see the figure below. As the imbalance becomes greater and persistent, it can give rise to increased tensions of various kinds, and employees become increasingly restless and less motivated to perform to their best.



The Balance of The Deal

The result of -16 for the profession, shows that overall employees perceive an imbalance or asymmetry in the employment 'deal' in favour of their employer. This means that their contribution in the workplace – job engagement, capability, and organisational engagement – exceeds the contribution from their employer – psychological contract and perceived organisational support.


Key driver analysis (KDA) provides a useful approach to identifying the most potent drivers or predictors of employee contribution – i.e., the aspects or 'ingredients' that employers should strive to keep in good order.

Key Drivers - Employee Contribution

Key Driver Analysis was used to discover which aspects of the workplace experience were most potent (impactful) in driving (and predicting) the contribution of employees in carrying out their roles. These contributions take the form of engagement with their work (cognitive, physical, and emotional), confidence to perform their role, and acting as an advocate for their organisation.

The top five drivers are now set out and in each case examples of employee free text responses (both positive and negative sentiment), representative of the themes revealed in the data, allow more meaningful insights.

Key Driver	Score
6. My employer demonstrates a genuine concern for my well-being	65
9. Overall, I am satisfied with my employment 'deal' – what my employer provides for me and what I am expected to provide in return	62
3. I feel secure in my job	65
10. I do not intend to leave my employer over the next 12 months	70
5. My employer invests in developing my capabilities through continuing professional development	60



The analysis reveals that *concern for wellbeing* is the most potent driver (and predictor) of employee contribution, followed by *satisfaction with the employment deal, job security, desire to stay* and *investment in CPD*.

Essentially, the analysis shows that if employers keep these things in good order, it will encourage a reciprocal response in terms of employees' contribution in the workplace.

1. Wellbeing

I believe that my employer demonstrates a genuine concern for my wellbeing.

There is a very strong focus on staff wellbeing and care package.

My workplace also supports hybrid and flexible working which is great for my personal work life balance and wellbeing.

Free Text Responses - Positive

I work for an organisation that talks about wellbeing and support but then focuses on how to make savings for the financial year.

General frustration working for current employer who demonstrates little interest in the work I do or in my wellbeing.

The organisation pays lip service to mental and physical well-being whilst increasing demands continually.

Free Text Responses - Negative

2. Satisfaction

Good working conditions, generous leave, collegiality and autonomy in the way I do my job.

Good pay, working conditions and flexibility and pension

I am so lucky to work for an employer that treats me well. I am paid well, have excellent benefits and access to a suite of wellbeing and health benefits

Free Text Responses - Positive

There is dissatisfaction with pay and conditions within my organisation.

I feel we should be paid a lot more.

Working conditions are deteriorating month by month with no improvements or solutions to problems on the horizon.

Free Text Responses - Negative

3. Job Security

I feel that my role is valued and that I am secure in my job.

Working in the NHS has a lot of job security that I won't have had in information organisations before this..

I enjoy good job security - any changes are usually well signposted in advance.

Free Text Responses - Positive

We are left unsure if we will have jobs going forward and left with doubts about the future of the library service.

I am worried about my post due to other service reviews and COVID.

There is no sense of security as every six months there are rumours of changes to the organisation's structure.

Free Text Responses - Negative

4. Continuing Professional Development (CPD)

I am encouraged in my career development and have support in accessing professional development activities.

CPD opportunities via council's online learning platform to allow for independent learning and upskilling.

I am given the chance to pursue professional interests and encouraged to embrace opportunities.

Free Text Responses - Positive

Medical staff do not have free time available for library and information service training/inductions etc.

There is inequality in the provision of training and development needs.

The decline in public sector funding has resulted in limited opportunities for progression and CPD.

Free Text Responses - Negative

5. Sufficient Resources

Although I would like more resources to carry out the work we do I appreciate that there are limitations in our area as in others.

We are evidence-based and given time and resources to do things thoroughly.

There are financial resources available when needed if you can make a good case for it.

Free Text Responses - Positive

We are expected to provide services with decreasing staff but no drop in quality or quantity.

There is never-ending expectation to do more with the same number of resources.


We can't offer everything we want to because of lack of staff hours/resources.

Free Text Responses - Negative

Key Drivers - Desire To Stay

Key Driver Analysis was also used to discover which aspects of the workplace experience were most potent (impactful) in driving (and predicting) the desire of employees to stay with their organisation – an indicator of retention.

The top five drivers are now set out and in each case examples of employee free text responses (both positive and negative sentiment), representative of the themes revealed in the data, allow more meaningful insights.

Key Driver	Score	
9. Overall, I am satisfied with my employment 'deal' – what my employer provides for me and what I am expected to provide in return	62	
7. I would recommend my employer to a friend	64	
2. I feel a sense of pride about my job	83	
3. I feel secure in my job	65	
1. I am confident in carrying out my role	83	

The analysis reveals that *overall satisfaction with the employment deal* is the most potent driver (and predictor) of desire to stay, followed by *advocacy (recommend a friend)*, *pride in the job*, *job security* and *confidence in carrying out the role*.

Essentially, the analysis shows that if employers keep these things in good order, it will encourage a reciprocal response in terms of employees' desire to stay.

1. Satisfaction

I have good holiday allowances and an excellent pension scheme.

My employer provides lunch for all staff in the canteen which is an excellent benefit.

Good pay, flexibility with working hours, job feels secure.

Free Text Responses - Positive

Senior management failing to engage with issues like pay, pensions and workload which leads to burnout and dissatisfaction for many colleagues

Free Text Responses - Negative

2. Advocacy

I have recommended the company to a lot of great people.

The organisation is doing some great things and innovating in some areas, and making a difference.

My workplace also supports hybrid and flexible working which is great for my personal work life balance and wellbeing.

Free Text Responses - Positive

There isn't very much to recommend about local authority work, other than the positive customer interactions that you get.

Free Text Responses - Negative

3. Pride in the job

I take pride in the excellent service we provide for the community.

I take pride in working for a well-known national institution.

I take great pride in how smoothly my team operates.

Free Text Responses - Positive

I used to have a lot of pride in my job, but now, not so much...

Free Text Responses - Negative

4. Job Security

My role is secure, and I feel that I have an important part to play in the organisation.

I feel secure in my position.

Free Text Responses - Positive

Uncertainty. There is a drive to cut 30% of the workforce across the organisation.

Free Text Responses - Negative

5. Confidence

It is a workplace that I have a lot of skills in, and I am able to utilise most of those skills.

I am trusted with my own abilities, to carry out my role how I see fit, and I feel my employers have confidence in my ability.

Free Text Responses - Positive

I face enquiries around aspects of the role that I am not particularly confident or experienced in e.g. some Local Studies questions

Our job role has expanded to include mentoring students which I'm not confident in and feel I haven't had adequate training to provide the best service.

Free Text Responses - Negative

Appendix 1 - Individual Survey Items

Workforce Insights

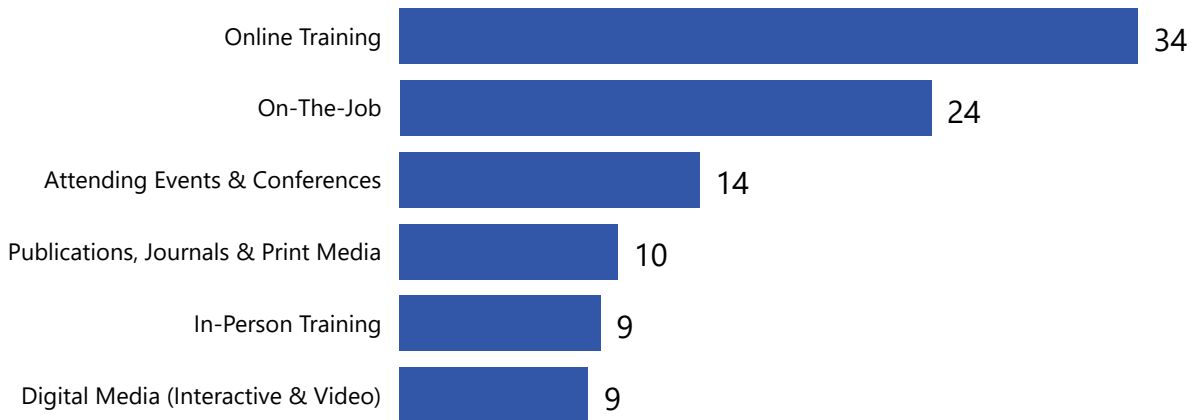
1. I am confident in carrying out my role	83
2. I feel a sense of pride about my job	83
3. I feel secure in my job	65
4. I feel my pay and benefits are reasonable in comparison with other similar roles in my sector	54
5. My employer invests in developing my capabilities through continuing professional development	60
6. My employer demonstrates a genuine concern for my well-being	65
7. I would recommend my employer to a friend	64
8. I am often required to do more with less resources	74
9. Overall, I am satisfied with my employment 'deal' – what my employer provides for me and what I am expected to provide in return	62
10. I do not intend to leave my employer over the next 12 months	70

Appendix 1 - Individual Survey Items

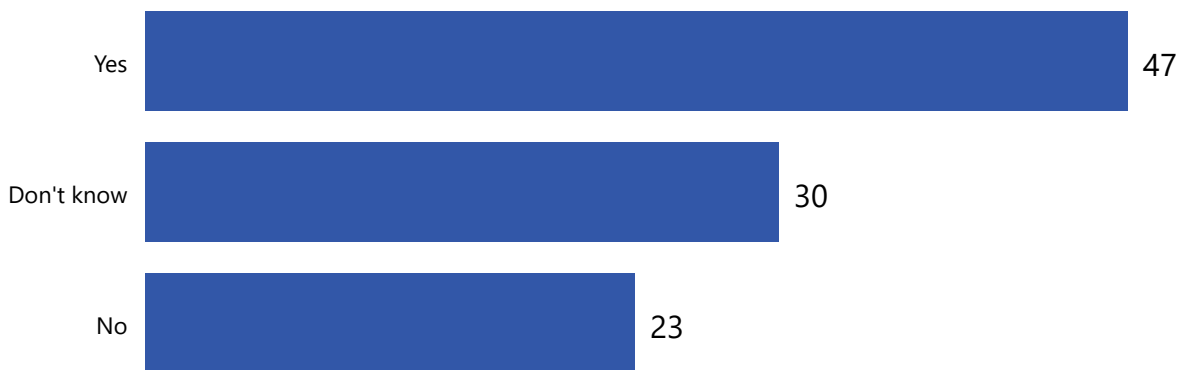
Employment, Diversity & Inclusion

1. The leadership of my workplace encourages and is supportive of Equalities, Diversity and Inclusion	78
2. Management shows that EDI is important through its actions	70
3. My organisation is committed to improving the diversity of its workforce	70
4. My organisation fosters a culture that allows staff to be themselves at work without fear	70
5. My organisation takes active measures to seek a diverse candidate pool when hiring	61
6. Employees of different backgrounds are encouraged to apply for higher positions in my organisation	62
7. My organisation's policies or procedures encourage Equality, Diversity and Inclusion	73
8. My organisation provides an environment for the free and open expression of ideas, opinions and beliefs.	66

Appendix 1 - Individual Survey Items



What is your main source of CPD/training? (% of responses)

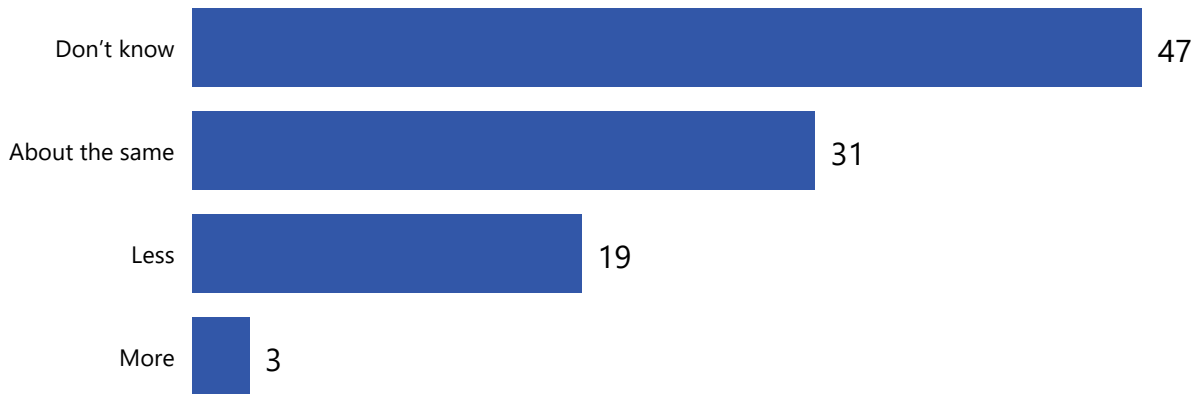


Does your employer support your training through a dedicated budget? (% of responses)



If yes (to above), what is your employer's estimated expenditure per head on training each year? (% of responses)

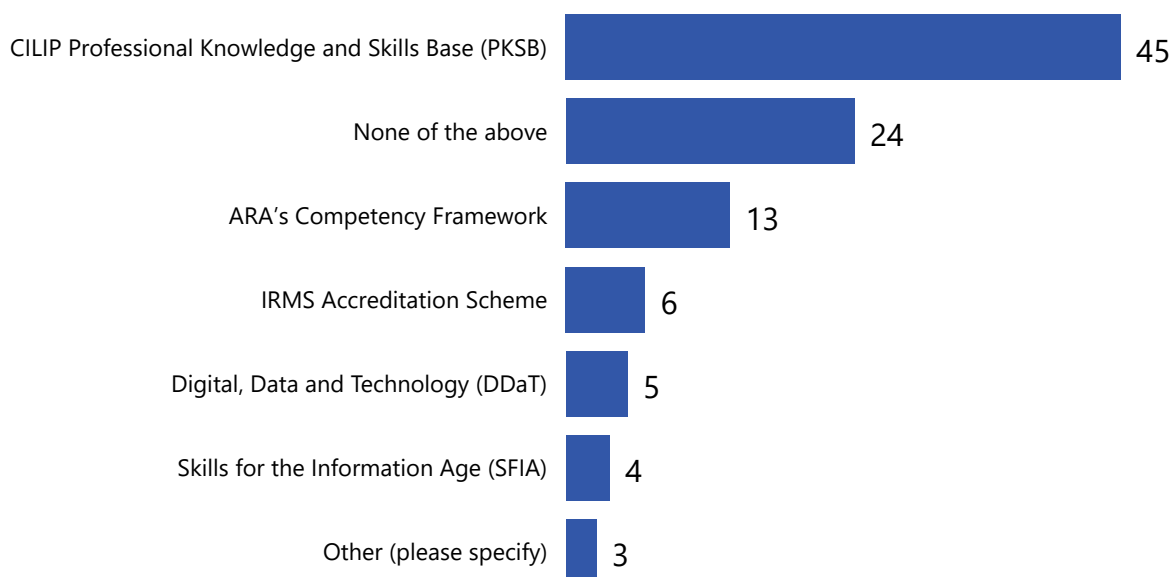
Appendix 1 - Individual Survey Items



Do you envisage that your employer will spend more, less or about the same on CPD/training next year? (% of responses)



Does your employer give you an annual appraisal, which includes identifying your training and CPD needs? (% of responses)



With which of the following sector and digital skills standards are you familiar? (% of responses)

Appendix 1 - Individual Survey Items

	Libraries	Archives	Records Management	Information Management	Knowledge Management
Better pay	382	73	26	58	15
New role with increased responsibilities	449	86	23	54	11
New role with permanent fixed term contract	152	34	7	9	3
Upskilled & gained new qualification	102	22	13	15	4
Positive organisational culture	205	40	16	20	6
Better rewards and benefits package	109	27	12	19	8
Better work-life balance	329	43	14	29	9
A more manageable workload	120	20	4	10	3
New job with flexible work hours	100	17	7	11	2
Location	271	51	14	23	9
More interesting varied role	401	74	17	39	12
I didn't change jobs	1540	327	57	109	28
Other (please specify)	339	82	23	47	11

Main Reason to move Job by Domain

Main reason to move job by country	Outside UK & Ireland (please specify)	England	Wales	Scotland	Northern Ireland	Republic of Ireland	Channel Islands or Isle of Man	Guernsey Island
	Better pay	3	376	44	92	3	3	0
New role with increased responsibilities	3	424	46	106	7	3	1	0
New role with permanent fixed term contract	1	124	16	50	1	1	0	0
Upskilled & gained new qualification	2	94	12	33	2	2	0	0
Positive organisational culture	2	209	15	48	0	1	0	0
Better rewards and benefits package	3	117	11	30	2	1	0	0
Better work-life balance	1	261	32	104	2	4	1	0
A more manageable workload	1	109	10	29	1	1	1	0
New job with flexible work hours	1	90	11	25	1	0	0	2
Location	3	228	20	90	3	2	0	0
More interesting varied role	4	368	40	105	1	1	1	0
I didn't change jobs	13	1327	138	444	13	7	5	1
Other (please specify)	9	335	36	100	2	0	2	1

Main Reason to move Job by Country