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Government
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Government Libraries Journal

November 2009
Volume [19] No 3

*The Government Libraries Journal is the official journal of the Government
Libraries and Information Group of CILIP*

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The logo for the Chartered Institute of Library and Information Professionals (CILIP). It features the word "cilip" in a lowercase, red, serif font. Below the text is a red, wavy horizontal line.

Chartered Institute of
Library and Information
Professionals



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The Government Libraries Journal is the official journal of the Government Libraries and Information Group of CILIP: the Chartered Institute of Library and Information Professionals. It is published 3 times a year in February, June and November by the Group and distributed free to members of the Group.

The 2009 subscription to non-members is £6.00 in the UK and £8.00 overseas (Sterling payments), £10 equivalent (non-Sterling payments).

Articles appearing in the Journal, and any views expressed therein, are those of the authors and do not necessarily reflect the policies or views of the Editor, the Group or the Chartered Institute.

Copy dates are:

February issue—21st January;

June issue—26th April;

November issue—20th September.

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Editorial

The themes in this issue of the Journal are a mixture of the professional, the practical, the specialist and direct engagement with the customer.

Katie de Bourcier's article focuses on the activities of the Knowledge Council and its work in developing the Government Knowledge and Information Management Community. In particular Katie focuses on the key output, the GKIM Professional Skills Framework. This theme recurs in Andrea Drewett's article advocating CILIP Revalidation as a means to achieving elements of the GKIM Skills Framework.

Alistair King gives us a run through Justis Parliament - a timely exercise on how we can use competences to exploit information sources. While the article on vocabulary management brings us down the road of more specialised areas of the profession.

The article by Gerardine Berryman reminds us of the need to market and inform people of our services. A reminder that the profession is ultimately about services to the customer.

To complete the picture, part 1 of a report by Simon Barlow on the July Umbrella Conference gives us a view of professionals in action. The style is immediate and reminds us of the underpinning professional knowledge of which we need to be aware in our day to day work.

Patrick Ryan
Editor



Revalidation and the . . .

by Andrea J Drewett BA(Hons), FCLIP, DipSysPrac(Open)

Andrea is a CILIP Assessment Panel Member and formerly Deputy Head of Profession at the Ministry of Defence

Following on from Alison Raisin's article¹ in the last issue, I would like to express my personal thoughts about how Revalidation as a qualification relates to the GKIM competences.

What is Revalidation?

CILIP's Revalidation is open to all Chartered Members who wish to gain evidence and recognition of their commitment to personal professional development. But I would like to start by pointing out that Revalidation is not just a CILIP initiative; in their Revalidation guide the UK Inter-Professional Group says that "The Revalidation of Professional Competence is a procedure for the periodic assessment of registrants holding professional qualifications to ensure that they are competent to practise to contemporary standards in the area in which they claim expertise." And they further say that "The revalidation of professional competence requires professionals to demonstrate that they can meet current benchmark standards of practice in their area of work. The revalidation should be based on evidence provided by the registrant and assessed by a third party."²

A bit of personal background

I have been involved in the drafting of 3 versions of the MOD Functional Competences for Librarians and Information Managers (over 11 years), and 3 versions of the Committee of Departmental Librarians (CDL) Competencies, plus more recently the GKIM Framework; so you might think that I had run out of things to say about competences. I have also been a member of the CILIP Assessment Panel from the

outset. However I do believe that there is a strong relationship between Functional/Professional Competences and CILIP's "Framework of Qualifications — Revalidation". In the "Government Knowledge and Information Management Professional Skills Framework" April 2009³, you can read that "The Government KIM Function sees the following competencies in particular as mandatory for KIM professionals: 1.3.1 Professional Development" — I was not the only one on the KIM Skills Working Group arguing for this "mandatory" endorsement, and fortunately the rest of the group were swayed by our reasoning. Incidentally the only other 'mandatory' one is Ethics.

What can you do?

So how can you show that you are "Driving forward the development of KIM professionals to meet business need ..."? Well, my answer would be by showing that you are actively pursuing your own continuing professional development (CPD), and validating your CPD activities by peer review! Peer review is in essence what the CILIP Assessment Panel does (as do the Chartership Board). So validating your CPD by undertaking revalidation is an excellent way of showing your abilities in competence 1.3.1.

Some individuals (and regrettably some line managers) are very narrow in their approach to CPD — I think that concentrating your training and development activities purely with regard to your current role does not prepare you for the future nor does it assist you to contribute to the discussion of wider

... *GKIM Professional Skills Framework*

professional matters in your Department/ Agency.

Training and development activities can be many and varied — for example: Individual Study (either on a course, or personal), Group Work (which could be a project or task), Change of Duties (both your Editor and I have undertaken successful secondments), Developing External Networks (perhaps by involvement in committees and groups) and so on.

I do appreciate that not everyone has the capacity to take on Committee work (whether for CILIP, NGLIS, CDL groups, or other KIM bodies such as the Records Management Society), but we all have the capacity to read — if you are reading this journal then you are undertaking a CPD activity, we can all communicate with fellow practitioners (either in person or virtually), most of us could attend at least one event during a year, and many could write an article on some aspect of professional practice — sharing your knowledge/experience with others is also 1.1.2(!), and so on.

As a simple suggestion why not look through the GKIM Framework and pick a competence that you feel you have had little opportunity to demonstrate and see what 3 things you can think of that you could do over the next 3 months to develop it, talking to your line manager or mentor if you have one. This would be an excellent activity to write up for your Revalidation Portfolio.

Three tips on how to Revalidate

1. Everything you need is on the CILIP website <http://www.cilip.org.uk/qualificationschartership/revalidation/> Read the regulations, look at the examples of successful submissions, and also I strongly urge that you do read the Form that we (the Assessment

Panel) use to record our Assessment of your application — yes, it is on the CILIP website too, under “**Revalidation forms and supporting documents**”. Please bear in mind the criteria for the award:

- **Critical evaluation** of personal learning outcomes from a range of training and development activities
- Increased competence in a range of professional and managerial skills developed through practice
- Evidence of CPD through reading, participation in professional affairs, and contribution to or attendance at courses/conferences etc.

I have highlighted “critical evaluation” as this is the aspect that candidates find hardest — simply saying “I attended a course and it was good” is not enough. CILIP and other institutions offer training on reflective writing and there are books and journal articles too.

2. If you have never had to present a portfolio for a qualification, then do read Margaret Watson’s book⁴. For the Statement keep to the word length — but don’t get hung-up about it — we won’t notice if it’s 514 words but CILIP will reject it if the Statement is over the 2 pages allowed in total. Encourage the person writing your Letter of Support to look at the CILIP website too — there is good guidance on writing the Letter.

3. Presentation — Assessors are human and huge portfolios are daunting (not to mention heavy if you have to walk them home from the Post Office!). Present your portfolio as a librarian’s/information manager’s work. Make it easy to navigate (an index, annotations, footnotes, dividers, labels etc), with all abbreviations explained and ensure it is logically presented. You can preface a particular piece of evidence with some comments to show why it is relevant / indicative.

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Good presentation won't make it any more likely you will be accepted because it is the **quality** we assess, not style or artistic interpretation, but clear, logical presentation will help us work through your portfolio and ensure that we understand why evidence has been included etc. Plus you will feel better when you show off your successful application.

And finally:

CILIP is planning to change the Revalidation Scheme⁵, so do keep an eye on CILIP Update and Gazette for further news. CILIP have asked us (the members of the Assessment Panel) to pilot the revised scheme when they are ready, so

I have not yet revalidated my FCLIP (but I do intend to do so).

If you have got this far and are thinking 'why should I bother with Revalidation as I have got a qualification already' or even 'why should I bother being a CILIP member in the first place'? Well, apart from the GKIM Framework which was delivered for the Knowledge Council as part of the Professional Skills for Government Agenda, ie an important pan-Government initiative, Katherine Schopflin⁶ and Archana Venkatraman⁷ have both written thoughtful articles.

I believe in our profession, and am committed to Continuing Professional Development. I hope I have encouraged you to feel the same.

References:

- 1 "Balancing qualifications against competencies – dual importance" by Alison Raisin in Government Libraries Journal June 2009, p5-7
- 2 UK Inter-Professional Group "Guide to the Revalidation of Professional Competence" at www.ukipg.org.uk/publications/Guide_to_Revalidation_of_Professional_Competence_Final.pdf
- 3 "Government Knowledge and Information Management Professional Skills Framework" April 2009 is published on the GKIMN website www.GKIMN.NationalArchives.gov.uk/framework.htm
- 4 "Building Your Portfolio: the CILIP Guide" by Margaret Watson. London, Facet Publishing, 2008. ISBN 978-1-85604-612-1
- 5 "CPD Scheme resolves revalidation issue" CILIP Council in CILIP Update 7 September 2008
- 6 "Why is it hard to convince people to join" by Katharine Schopflin in CILIP Update January/February 2007
- 7 "Information Qualifications will keep your career moving" by Archana Venkatraman in Information World Review 10 September 2009.

Removing the “hard” from Hansard

by Alistair King, Justis Publishing



Alistair King

Though it offers an unrivalled source of full-text material, the UK parliament website has never been, to my mind, the easiest database to negotiate. Despite its recent makeover – a

marked improvement on its former incarnation – the interface does, I think, make for heavy-handed searching, while its results handling is still quite basic.

Known and loved for its online legal library and provider-neutral citator, Justis Publishing thinks its new service, *Justis Parliament*, provides the crucial link between searching and finding.

Incorporated into the *Justis* legal library on 1 June, the data on Justis Parliament – which goes back to 1979 – was formerly kept on a separate website, *Parliantet*, where it was used by government and academic researchers; now benefiting from the advanced search and results handling technology behind *Justis*, it takes research on Hansard – and other records from the Welsh and Northern Ireland Assemblies into which it also deep-links – to new levels and an extended audience.

So what’s in it for its steadily growing body of users?

To some it was a welcome diversion from gloomy stories of recession and economic downturn; to others it was a sad indictment of parliamentarians’ moral decay.

But one thing that unites journalists, (most) politicians, government workers and the public over the Daily Telegraph’s revelations on MPs’ expenses is a desire for the facts.

Facts come in different shapes and sizes and can be recorded in an equally haphazard – or at least opaque – manner.

Keen to expose what could be seen as hypocritical parliamentary questions, a Fleet Street hack might turn to Hansard. Speculatively he could plug each implicated MP’s name into the free search engine one by one. Knowing a bit more about what and when questions were asked, he might eventually find what he was looking for. But it would be a painstaking process. And where would he start if all he had was a name?

The chances are he’d give up before finding, for example, a mildly self-righteous question on taxi expenses asked by a member just a year before his or her reputation was brought into question over his or her own expenses.

I’m careful not to name names. The issue isn’t cut and dried and Justis Publishing has a great respect for libel law.

And therein lies part of the argument for using the intuitively searchable *Justis Parliament*: it provides a fuller picture from simple – or more complex – searches; useful for those on both sides of the argument: those seeking to expose and those seeking to defend – or simply research – from politicians themselves to the civil servants and librarians employed to do their legwork.

In this example, I typed an MP’s name into the “member” field on the new Parliament tab within *Justis*. I then added “expense*” (the “*” allowing for “expense”, “expenses” and “expensed”) to the “full text” field. This returned 28 easy-to-sort results, each giving summaries of the questions and links into

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the full text of Hansard; after much fiddling, this specific search on the Hansard search platform itself offered some of the same records but they were muddled in with many red herrings that contained the word "expensive".

Furthermore, had I wished to search more than one MP's name simultaneously – thereby saving time if a more expansive investigation were required – *Justis Parliament* would oblige where other databases would not. But these are frivolous searches.

Houses of Parliament in Westminster, and the Welsh and Northern Ireland Assemblies, all from one central search platform.

As part of *Justis*, the process of finding the relevant transcripts of the parliamentary questions, Bills, select committees and debates that *Justis Parliament* indexes is aided by a number of new features.

Users can choose from 8 preset search forms – such as parliamentary questions, legislation tracking and named select committees – all of which can be customised to their own requirements.



For the most part, government librarians need quick answers to questions on numerous, less sensational subjects. We should therefore examine what *Justis Parliament* has to offer on a more general level.

Since 1994's launch of *Parliament*, Justis Publishing has provided the simplest route into Hansard. Over that time the service has snowballed to the 3 million-record-strong behemoth that it is today, creating links to material from both

They can save their searches, meaning they no longer have to re-enter terms into searches they routinely undertake. And the advanced search option gives a huge array of data sources to choose from – or eliminate, if their inclusion dilutes their search.

But it doesn't stop there; one of the most significant benefits of *Justis* is its results handling. Results tables – which give brief synopses of each associated

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record – can be sorted by relevance, reference, title and subject, and year; and users can drill down to relevant records within by search-term filtering – a tried-and-tested feature of the full *Justis* database, with which searches can, if required, be combined.

On the incorporation of this data, Masoud Gerami, *Justis* Publishing's managing director, says: "This development brings together the powerful [Justis.com](http://www.justis.com) platform and the rich collection of parliamentary proceedings. It will also make this pertinent material more accessible to practitioners in their research activities."

But he would say this; how do users find the service?

According to Joy Caisley, a Southampton University librarian and established customer since its *Parliamet* days, it's "great for legislative tracking and *Pepper v Hart*-related statutory interpretation" – *Justis Parliament* also indexes the dates and titles of standing committees, vital for determining the essence of legislation where the statute itself is deemed ambiguous, as explored in depth in our upcoming feature in *The Barrister*.

"Being able to find what's in the House of Commons, the Lords and some of the UK's devolved assemblies is amazingly useful, as is finding older documents and odd material that it would be difficult to locate elsewhere," adds Caisley.

And it's on the location of current and archival material, odd and not so odd, that we shall put *Justis Parliament* to the test.

A fairly typical search term might be "government wastage". (Note that in this instance the inverted commas are not used in the search itself.)

When entered into the "full text" field this returns 349 results, which, when sorted, reveal a range of data from 2009 back to 1981 – 7 years further back than anything available on the Hansard website.

The same search entered into "subject terms" – a far more refined search – returns 5 results. Searches of "government waste" return more results but, like the original search, can be refined by including other search terms. These include MPs' names, sessions of parliament, legislatures, type of record, adding inverted commas to specify exact phrases and limiting the data sources searched.

On the Hansard interface – which doesn't go as far back and includes fewer data sources – similar searches actually return more results. Skim-reading them, I can see why – more red herrings – records that do contain the keywords but, unlike on *Justis Parliament*, are far apart and don't necessarily relate to each other. Less, sometimes, is more.

But not always. There's talk at *Justis* Publishing of including the full text itself on the service, rather than simply deep-linking to it; of indexing the full text of standing committees, which is separate from Hansard; of indexing it on the *JustCite* *citator*; and of extending *Justis* Parliament's data back many more decades.

With access to the enhanced service, could the *Telegraph* soon be running exposés on Clement Attlee's administration?

See www.justis.com/justisparliament for a summary of *Justis* Parliament's benefits; and www.justis.com/jpsample for a typical record.

Developing the Government Knowledge and . . .

by Katie de Bourcier, Head of Corporate Information, Ministry of Defence

Information Matters, declares the Government's KIM Strategy, and the community of information specialists is at the heart of helping Government gain maximum value from its information and knowledge assets.

One of the main themes of the KIM Strategy is building capability, ie:

- Creating a strong infrastructure to support and lead information management professionals across government
- Developing a professionalism programme to support knowledge and information management as a key corporate function of government.

Over the last 18 months I have been working with colleagues from several departments to take forward that professionalism programme, under the auspices of the Knowledge Council (the body that oversees KIM issues within Government) and on behalf of Natalie Ceeney, who as well as being Chief Executive of the National Archives is Head of Profession for Government KIM. This article sets out what we are aiming to do, what we have achieved to date, and our future plans.

The aims of the Government KIM profession can be described as follows:

- To bring knowledge and information-related disciplines together under a collective identity
- To increase recognition of KIM as a core business enabler across Government
- To build the professional reputation and credibility of the KIM function
- To break down barriers within the function

- To encourage and support departmental work to build skills and professionalism

But who do we mean by the government KIM profession? The diagram (Figure 1) shows three groups:

- Those in the small circle, ie whose role and/or professional identity are primarily concerned with KIM, clearly fall within the profession.
- Those in the middle circle may not see themselves or their role as specialist, as such, but they can still be regarded as part of the KIM community and certainly we would see the role of the profession in supporting development of KIM skills extending to that group.
- And upskilling the wider group of all information users is vitally important, although it is not the direct focus of the professionalism programme.

The KIM profession can be regarded as

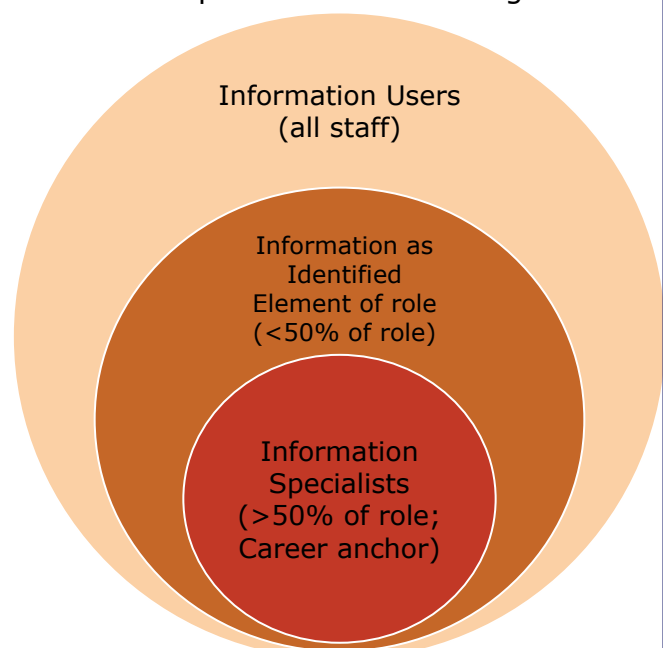


Figure 1

... Information Management Community

an umbrella grouping, bringing together a range of information specialisms and roles. Each department will define it slightly differently, but for instance, most would agree that the KIM community includes librarians, record managers and reviewers, archivists, information managers and information support staff, knowledge managers, and information rights officers. Some would also include groups such as web managers, historians, and enterprise architects, depending on their organisational structure. And this also shows that there are close links with other professions, such as IT and Communications.

So what has the professionalism programme delivered to date? The key output has been a new Government KIM Professional Skills Framework. This drew on the previous Knowledge, Information and Records Management skills

framework that existed as part of Professional Skills for Government; and also on other external frameworks. We found that there was no single external framework that covered the totality of KIM, which was why we needed to put one in place. The new framework is designed for use by the range of KIM specialists, and by those for whom information is just one part of their functional role. It can also be used by those working in other professions but who may need certain KIM skills. The framework has four main areas, as shown (Figure 2).

The framework is the foundation of much of the rest of the professionalism programme: if we are to develop our professional skills, and therefore our effectiveness in meeting the needs of our organisations, the first step is to define those skills. This then helps to ensure

Strategic planning for knowledge and information management	Using and exploiting knowledge and information	Managing and organising information	Information governance
(Business Focus)	(User Focus)	(Process Focus)	(Compliance Focus)
<ul style="list-style-type: none"> • Organisation planning • Demonstrating the value of knowledge and information management • Strategic development of knowledge and information capability • Selection and procurement of knowledge and information management resources 	<ul style="list-style-type: none"> • Knowledge sharing and collaboration • Information re-use and information sharing • Information analysis • Integrating knowledge and information management capabilities into the business process 	<ul style="list-style-type: none"> • Information architecture and information control • Creation and maintenance of information and records 	<ul style="list-style-type: none"> • Information risk management • Compliance with information legislation, regulation and corporate standards • Ethics

Figure 2

(Continued from page 11)

that recruitment and development of KIM staff clearly reflects the skills needed.

From the foundation of the skills framework, we are working to map available training and qualifications, so that staff and managers can see how to develop the necessary skills.

We are putting together a toolkit for use by Heads of KIM in departments, to help them in developing the professionalism of their own KIM communities, and will be considering how to support and enable talent management across the profession. And we are developing ideas for how to provide tools and advice for individuals to help in their career development. More widely, the GKIM *wiki* is already available to aid collaborative working across the KIM community, and a programme of networking events has been developed by Natalie Ceeney's team, to bring together KIM managers to debate current issues and learn from each other. In addition, this year for the first time a pan-Government KIM conference is being run, again aiming to help join up the community across departments and across functional specialisms.

So there is a lot going on! Throughout, we recognise that the needs and priorities

of each department will vary, so our approach is very much to provide tools and enablers that will help departments move in the same direction, but in ways that suit their business needs and the level of maturity of their KIM function. We know it isn't a case of one size fits all. But we do have an overarching view of where we would like to get to. We want to get to the point where:

KIM practitioners . . .

- Recognise themselves as part of a professional community
- Know what skills they need to develop and what development opportunities exist
- Are multi-skilled, able to apply their professional expertise in a variety of roles

Departments . . .

- Have the tools they need to develop KIM capability, adapted as necessary to suit their departmental needs
- Are developing a pipeline of skills for the future

Government . . .

- Is able to exploit information and knowledge to enable better delivery of its objectives

It is a journey, and it will take time. But we are on our way!

The Northern Ireland Assembly Library

by Gerardine Berryman, Assistant Librarian, NI Assembly Library

The Northern Ireland Assembly Library is on a mission to market its services and resources to a much wider audience beyond the Member's and staff based in Parliament buildings itself. During the summer we took the bull by the horns and embarked on an ambitious marketing project.

The aim was for the 7 Assistant Librarians to visit all Constituency offices

across Northern Ireland during summer recess. The purpose of the exercise was twofold:

- a fact finding exercise to learn more about the nature of Constituency office business
- a marketing exercise to promote Research and Library services and resources.

Implementing our ambitious marketing strategy required careful planning. Somewhat naïvely we had believed that 108 MLAs (Members of the Legislative Assembly) would translate to 108 constituency offices. One can but imagine our consternation when we learned that in fact the total amounted to 140! Arguably the planning process constituted the most arduous and yet critical aspect of the project and a thoroughly effective model was devised which saw the numerous offices subdivided geographically amongst library staff. The marketing team then set about working with key stakeholders to manage the project and provide staff training.

A preliminary visit was conducted in order to maximize our knowledge and understanding of the role of constituency offices and the types of query received. Initially it had been our intention to increase office staffs' awareness of the vast range of information and support services provided. The first noteworthy challenge we encountered centred on the fact that the Assembly intranet was not directly available on the desktop of these offices' computers, instead it had to be accessed remotely using a username and password. Enthused by the positive response received the marketing team set about remedying the challenges encountered before the visits commenced.

During visits we talked with staff about their key information needs and demonstrated the Research and Library pages on the Assembly Intranet together with the Library 'Twitter' which caused much interest particularly around current awareness. Due to the nature of the office environment, staff indicated that they lacked the necessary time to search for appropriate resources and instead relied heavily on Google. The visit provided a unique opportunity to promote the value of library resources and demonstrate the time saving capabilities. The project was a resounding success; feedback was extremely positive with typical comments being:

"very positive engagement and extremely useful – now aware of some excellent resources."

"I will avail more of the library service as a consequence."

"What a Godsend!"

" Very enjoyable and not dry and dusty."

The library has received queries from 22 constituency offices that have previously not used the service. The electronic services team monitor web statistics and have observed a marked increase in user hits to Research and Library pages. The information needs of office staff are being identified and the service is beginning to respond to these needs by purchasing specific material and electronic resources.

The project was a resounding success due to:

- Establishment of a marketing team with clear vision and SMART objectives
- Careful planning, training and project management
- Customer segmentation/identification of target audience
- Positive staff attitude and commitment to project
- Monitoring and evaluation throughout
- Working with key stakeholders for example, Information Systems, Party Whips and office managers

The Assembly Library has become more pro-active, visible, meaningful and relevant as a result of this initiative. The success of the project could not have been achieved without the commitment from staff. The team of Assistant Librarians had a very positive and enthusiastic approach to the project. They worked well together as a coherent team to ensure that the project ran smoothly and in a coordinated fashion. Overall the project has been a very worthwhile and productive exercise and we will continue to build on its success.

Umbrella Conference Report—Part 1

by Simon Barlow, GLIG Committee Member

Government Libraries and Information Group Sessions

Information Matters? The developing role of the information professional

Chair : Diana MacAuley, Department for Children, Schools and Families

Speaker: Sue Westcott, Department for Communities and Local Government

Sue introduced "Information Matters" as the first knowledge management strategy for the whole of central government. This means that it is a major achievement. It had its origins in the "Transformational Government" white paper and both of these documents emphasise that information and knowledge management is crucial to successful economies and societies.

In January 2009, online tax returns were being filed by 10 citizens per second. The NHS carries out 300 million consultations per year. The Department for Work & Pensions makes 121 billion payments to people in over 120 countries per year. This is a phenomenal amount of knowledge and information.

At the same time, citizens do not want their data held or shared without valid reasons and recent events have shown that data can be lost or misused. In fact, the launch of "Information Matters" was delayed by the HM Revenue & Customs data loss because part of the work had to be re-done as a result.

Citizens also expect government to take advantage of new technology in the delivery of public services but large public information and communications technology projects have got a bad reputation.

'The Transformational Government : Our Progress in 2008' gives examples of where good information management can help real life situations. Two examples of

projects which are currently running successfully are one which provides better information support for those who move in and out of work (Department for Work & Pensions / HM Revenue & Customs / Local Authorities), and "Tell Us Once" which aims to limit the number of times an individual has to give the same contact information to government bodies, (Department for Work & Pensions / Central Government / Local Authorities.)

Ninety-nine percent of government information is currently "born-digital". It is all-pervasive and growing at an alarming rate and it creates a myriad of information items. However, users only want the information and are not concerned about the format or location of the information.

The key elements of the "Information Matters" strategy are to improve information management, share information effectively, (probably the greatest challenge), and develop the professionalism of knowledge and information workers.

The strategy is the first formal recognition of knowledge and information as a profession in its own right and it seeks to develop a professionalism programme.

The strategy was developed by the Knowledge Council, which is made up of

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the Chief Knowledge and Information Officers of all central government departments. It is chaired by Natalie Ceeney, the Chief Executive of The National Archives as the Head of Profession for Government Knowledge and Information Managers.

One of the objectives of the strategy is to develop a cross-government competency framework, similar to CILIP's Body of Professional Knowledge, and there is a programme to map accreditation, courses, qualifications and roles across the library and information profession.

At present, this includes archives and records managers, information rights managers, (DPA, EIR, FOI, etc.), and knowledge managers. However, it could also include analysts, electronic publishers, ICT personnel, policy-makers, scientists and statisticians.

It is early days yet but the challenge is facing all government departments. The various professional groups have engaged with the process differently, with library and information professionals turning to their professional groups to analyse and support the necessary changes.

For individuals, the new environment will mean more posts and roles but it will also mean that a flexible and open-minded approach is required. It will provide more opportunities to learn and share and there will be similarities and differences across the various existing groupings. It is also essential for everybody to understand the meaning of the word "professional".

Within CILIP, the Government Libraries and Information Group has approached

Bob McKee, (Chief Executive), to put themselves forward as a lead player in this piece of work and to point out that it is an opportunity to demonstrate CILIP's value to both employers and members.

CILIP Council feels that this is an area for CILIP to be involved in and an "Information Matters" Task and Finish Group has been set up under Peter Griffiths, CILIP President 2009, to take this work forward. Peter has also selected "Information Matters" as one of his presidential themes for the current calendar year.

CILIP is required to act in the interests of its members and the public. It already has many members in the government sector and could gain a lot more as a result of its involvement in this work. Its members provide the services which support the strategy and it is in a strong position to link government to best practice and knowledge sharing.

CILIP has already set up a series of meetings with the British Computer Society, the Records Management Society and the Society of Archivists to discuss the strategy and these meetings will also discuss points of mutual interest outside the specific "Information Matters" agenda.

In addition to engaging with other professional groups, the work currently includes identifying CILIP's specific contribution, looking at other accreditation frameworks, looking at other cross-sector implications and looking at information assurance, citizen information and the digital divide. In short, this strategy is a big opportunity for CILIP in general and GLIG in particular.

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Information Assurance: what the future holds post 'Poynter' and 'Hannigan'

Chair : Karen George, Home Office

Speaker: David Critchley, Home Office and Daniel Selman, MOD

David began by asking us what Hannigan meant for information professionals and reminded us that DWP, HMRC and the Home Office probably hold most personal data on individuals.

The current focus on information assurance began with the Poynter report into the HMRC data loss of October 2007 and the Burton report into the MOD laptop loss of January 2008. The Hannigan report of June 2008 looked at data handling across government but focussed on personal data.

The Home Office is looking at all data held in the light of the Hannigan report. The report mandates minimum standards based on data type rather than business requirement. These standards include the encryption of sensitive data being sent across unclassified networks, Privacy Impact Assessments for any new data sharing agreements and Information Asset Owners responsible for the deployment of the information assets that they "own".

The Home Office is conducting an Information Asset audit, which will be used for risk management as information can be both an asset and a liability. This audit is required by the Hannigan Report.

Damage can be done to finances, individuals, operations and reputation if information is not handled appropriately. The Home Office deals with about 7,000 organisations including commercial partners, the academic and research environment, local authorities, charities and other voluntary organisations, and other government departments so it is also necessary that any partners are using the same safeguards as duty of care is both passed on and retained.

A Privacy Impact Assessment must be

carried out before a new data sharing agreement can be reached. It is a critical part of a project which must be reviewed regularly.

The Home Office definition of "Information Asset" is ". . . any group of data, (electronic or otherwise), that can be seen as a discrete collection, where inputs and outputs and stakeholders are known, and which can be managed and assessed effectively according to the risk it represents".

In order to reduce the risks associated with information handling it is necessary to have better analysis tools, classification and retention and disposal policies. Effective information management is the key to getting this right.

Daniel re-iterated that the focus of the reports already discussed was on personal data but information assurance goes much wider than that.

The loss of an MOD laptop led to the Burton report and an Enforcement Notice being served on MOD by the Information Commissioner's Office (ICO). This required the MOD to make best endeavours to implement the 51 recommendations of the Burton report by March 2009. The ICO is content that MOD has achieved this and no further action will be taken.

The risks which information assurance addresses include information being compromised, identity fraud, physical security of individuals and premises and reputational damage to the department.

Daniel offered his thoughts on possible causes of data loss: technology out-pacing processes, personal data being outside the traditional protective marking system, the ease of sharing and the shift

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of priorities towards need to share neglecting the need to protect.

The challenges faced by MOD include communicating the message to a workforce of 200,000 service personnel and 100,000 civilians, a wide range of roles and people filling them and multiple permanent and operational sites in the UK and around the world.

He outlined the three stages of action:

- Short-term - ensure that losses do not happen again, raise awareness, emphasise existing policy, encrypt laptops and establish a team to do the work.
- Medium-term - develop policy and practice, ensure all information assets are "owned" and develop a

training package - mandated that all civil servants complete the "Protecting Information" course by October 2009 and annually thereafter.

- Long-term - develop and implement culture change, work towards Level 3 compliance with the Information Assurance Maturity Model and work in an assured way while maintaining the flexibility and agility to deliver government business.

And the talk's title? 'Turning the Tanker', a reference to the fact that it takes 7 miles to stop a super-tanker once the brakes have been applied. Changing a department like MOD is a little like that . . . the brakes have now been applied and the tanker is starting to turn.

Vocabulary Management

by Peter Collins, Business Development Manager for Vocabulary Management Group

Over the past decade there has been unprecedented change in the way information is created, disseminated and used, and nowhere has this change been more apparent than within and between government bodies and in their interaction with private individuals and corporations. Previous government initiatives focussed on Electronic Service Delivery and Transformational Government have helped establish new systems and practices for various individual business processes, generally conforming to prescribed approaches by which digital information is captured, classified and managed. Individual business units, aided by the electronic-based systems they now rely upon, will today conduct wide ranging tasks – from internal policy development, to public applications and claim processing etc, utilising online tools and back-office case handling procedures based on sophisticated workflow

applications and data management systems.

Such are the advances made in moving from previous paper-based processes to those of the digital era that a resulting challenge for Government organisations has become one of ensuring that information generated by these numerous, discreet systems is managed cohesively, and is collectively accessible.

The effective management of all information held within an organisation, in which content is retrievable in its correct context with all related material, can lead to an organisation's (or government's) ultimate goal, to manage knowledge. While Information Management focuses on the processes used to create, capture and securely store information of all kinds, Knowledge Management involves maximising the value of information and turning it into knowledge, leading to

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greater understanding and better, informed decision making.

Vocabulary Management: supporting KIM

Vocabulary Management is central to developing a successful Knowledge and Information Management (KIM) strategy. Controlled Vocabularies (taxonomies, thesauri or ontologies) consolidate terms into a structure that reflects an organisation's business activities, processes and resources. They provide defined terms to give precise categorisation to individual documents, records and other unstructured content, to avoid ambiguity and to support corporate understanding. The accurate classification of information assets against structured data can substantially enhance the repeated retrieval and use of their content, whether by individual staff members and external content consumers or by systems to which they are linked. Controlled vocabularies therefore play an important role in defining the classification of information resources, as well as supporting the successful fulfilment of broader metadata strategies designed to deliver enterprise-wide, or even sector-wide, systems interoperability goals. The e-GMS metadata standard, and the provision of a standardised vocabulary (the Integrated Public Sector Vocabulary-IPSV), has been central to the e-Government Interoperability Framework. To comply with e-GMS, the 'Subject' metadata of every electronic resource should carry at least one preferred term from IPSV, describing the main subject of the resource.

IPSV alone is rarely sufficient to completely satisfy the specific classification needs of individual government organisations, however. The use of an additional, organisation or domain-specific vocabulary can generally enhance the successful retrieval, or 'findability', of information significantly. The e-GMS allows for the use of additional controlled terminologies and a number of

government departments have already developed their own taxonomies or thesauri tailored to the needs of their own subject areas and audiences.

While the effective operation of e-GMS can be achieved through multiple vocabularies, the most efficient outcome in this respect is by no means assured. The growing use of system-specific vocabularies configured within individual enterprise applications (eg, WCM; EDRM; CRM; portals, etc), together with those used in existing library and information management systems, can result in multiple, disconnected vocabularies that undermine the principle value of a controlled vocabulary in the first place. Often, these individual data sets are effectively 'hard coded' into their applications, and are managed (and even sometimes created) by departments responsible for these business processes or even the suppliers of such systems. Understandably, the notions that lead to terminology decisions in these cases are individual and even idiosyncratic. In the worst case, they have the potential to conflict with the perceptions of other business units or personnel.

With the wastage of resources caused through duplication of effort, and the risk of continued divergence across enterprise applications, there is now a growing justification for centralising terminology and vocabulary management as an integral part of enterprise-wide information and knowledge management.

A Vocabulary Bank

Terminology and vocabulary management offers the potential to consolidate terms applicable to diverse content classification tasks. Users can be given access to browse and search vocabularies, to identify and view definitive terms, to ascertain their relationships, context, previous iterations and originating source, and to download these individual terms or complete vocabularies. Standards-based, machine-to-machine look-up can enable synchronisation of approved terminologies

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across multiple systems, and provide dynamic updates of classification changes as they occur.

Of key importance, is the function of the vocabulary 'bank' (See Figure 1) to enable creation and management of multiple vocabularies and thereby support mappings between the individual terms they contain. The mapping and reuse of individual terms held in existing vocabularies, such as IPSV, to those required in bespoke vocabularies, is central to the provision of consistency in metadata practices employed across an enterprise and between organisations.

By linking together vocabularies through term reuse and cross-mappings,

the various content resources (and their supporting systems) individually tagged with metadata containing one or other of these controlled vocabularies also become linked. In this way, the mapping of vocabularies provides the foundations for establishing semantic interoperability between content-based systems and the organisations and users that access them.

Vocabulary Applications

The use of a vocabulary bank with standards-based application interfaces (API's) can enable integration with a variety of information-centric solutions.

Terminology applications include:

- **Metadata tagging:** It is now common practice that certain metadata elements for content items are only given values from a specific list, or controlled vocabulary, rather than being just anything assumed to be appropriate. The permissible terms can be made available in application interfaces, such as drop down menus or tick boxes, so that users do not have to type in the word or phrase.
- **Enhancing search:** The use of vocabularies containing term relationships can disambiguate non-preferred terms, or identify other forms of association, offering useful ways to guide, broaden or narrow content search. Through effectively inserting an interpretive layer of semantics between search terms entered by a user and the underlying database, the original intention of the user's terms can be better represented, and the discovery and reuse of content maximised.
- **Navigation:** Controlled vocabularies can be used to define the hierarchical structure of content, as presented to a user for browsing. When applied via a Web Content Management System, for example, the entire navigation architecture for a website can be defined in this way. This can provide a well-planned hierarchical navigation system that can be dynamically

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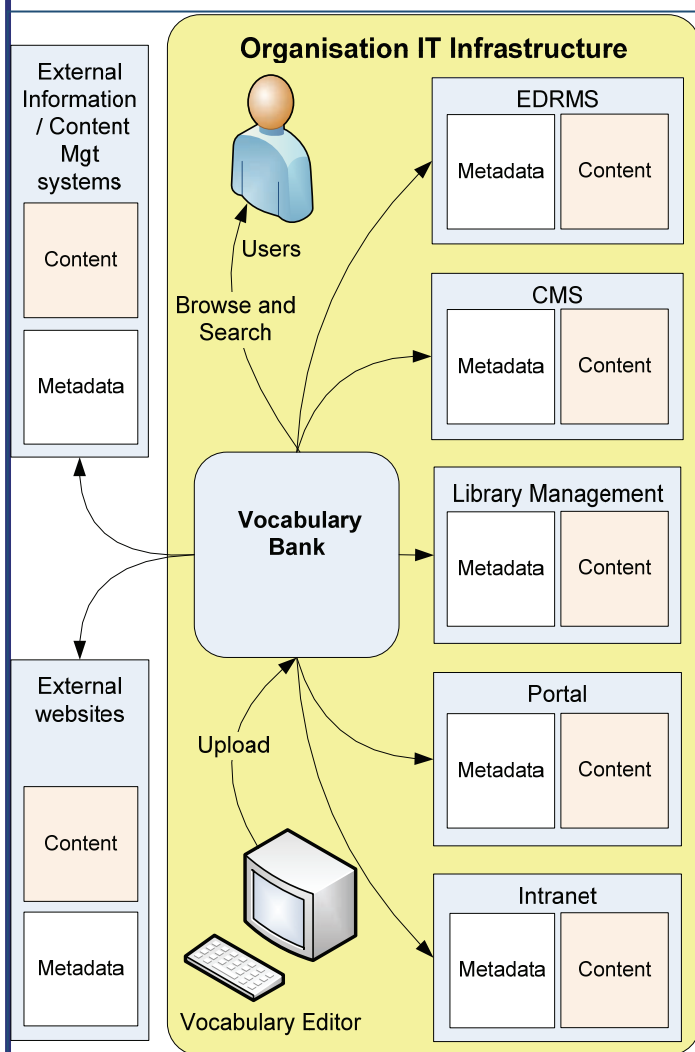


Figure 1
A vocabulary bank
providing terminology services to
multiple enterprise applications

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updated via the independent terminology service.

- **Faceted classification:** Using facets, the classification of a resource using a single controlled term can infer other structured information about that resource using facets of that term. This approach can be used in many ways, from providing assisted tagging to users classifying data, to offering similar content to an end user that has made a selection using a navigational structure.

Centralised Terminology Services

Creating and publishing vocabularies outside of the systems and tools that utilise them can simplify the development and implementation of these applications and place management of vocabularies in the hands of knowledge experts. On a practical level, this can enable classification taxonomies and navigation structures etc to be developed in parallel with new system implementations, reducing development and deployment time and costs considerably. This approach can also streamline the process of data migration and individual system upgrades, and ensure that content 'knowledge' is not irretrievably bound up in systems and platforms that may in the future be replaced.

At an enterprise level, operation of a dedicated terminology service supports an architecture in which common infrastructure services are separated from individual applications. As part of a Service Orientated Architecture (SOA), terminology management can become deliverable as a Web Service, fulfilling individual application terminology needs while simultaneously supporting interoperability. Subsequent terminology changes can be undertaken independently of the systems that consume them, with revised classifications being synchronised across the enterprise. Importantly, creation and management of all vocabularies can then be overseen by information management experts,

ensuring classification practices are in-line with corporate-wide objectives.

Time, resource and cost savings achieved while deploying and maintaining individual applications creates an ROI for this approach compelling in itself, but unifying information resources within (and between) organisations offers even greater operational advancement.

When controlled vocabularies are used consistently across diverse systems in multi-department organisations, the constraints of separate data silos can be overcome. Systems, documents and content become interlinked with structured search data, and intelligent systems interoperability can be achieved to improve information retrieval and enrich corporate knowledge.



Vocabulary Management Group

Increase the **findability** of your content

LEXAURUS BANK | LEXAURUS EDITOR

Lexaurus provides the answer to improved *findability* in a powerful, cost-effective solution for managing enterprise information.

Lexaurus is a vocabulary editor and online publisher for the development, control and synchronisation of terminologies.

Enabling discovery of content across systems and repositories, Lexaurus connects topics, activities and resources to interlink information assets and improve corporate knowledge.

Contact Vocabulary Management Group to learn more.

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