

\$ALARY

2016  
/17

SURV£Y

The background of the top section features a dark blue gradient with faint, semi-transparent financial charts. On the left, there's a line chart with multiple data series in different colors (blue, green, yellow). On the right, there's a pie chart with several segments. The overall aesthetic is professional and data-oriented.

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## Introduction by Chris Jones, Managing Director

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This is the second publication of the TFPL and Sue Hill Knowledge & Information Management salary survey. It is the most comprehensive review available of salaries in the information industry. We have analysed our own data of jobs registered, candidates registered, permanent, contract and interim placements made. In addition we conducted another survey of professionals working throughout the UK.



Our timing for producing this perhaps couldn't be better. With the impact of Brexit looming (at the time of writing) over us, the information industry will be heavily called upon to provide the research and information needed to find the way forward. In the face of uncertainty, we hope this guide provides a useful tool to both employers and employees when hiring, promoting and negotiating salaries.

Whilst our first salary guide was warmly received, we hope this year to have improved upon it and have made some changes to the structure/taxonomy.

Finally thank you to all those who took time to provide feedback over the last year, we again look forward to your comments and views on this edition.

A handwritten signature in black ink that reads "Chris Jones". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

**About this survey:** The survey was emailed to candidates and clients on the SHR & TFPL databases in April 2016 and was hosted online via Survey Monkey. We had 1,557 responses and 1440 analysable questionnaires. All salaries are per annum figures and represent the annual basic salary before deduction of tax, national insurance and pension contribution. All other cash payments are excluded. The average salary is obtained by arranging all the salaries paid for any particular role, or group of roles, in order of magnitude from high to low and by selecting the most common (mode) value. The job categories and sectors chosen are based on the core areas of recruitment for the TFPL and SHR teams and the regular requests from clients in these sectors to benchmark salaries for new and existing roles. If you have any comments, criticisms or suggestions relating to the survey, please contact us – details at the back.



Suzanne Wheatley – Manager, SHR & TFPL

As 2016 marches on, so does our usage of what will surely be the word of the year – ‘Brexit’. The knowledge and information profession is in an interesting and exciting position as every sector seeks certainty and needs accurate information in order to adapt to the changing environment.

Uncertainty brought on by the Brexit vote has led to longer recruitment campaigns and delayed offers, possibly due to hesitation in committing to permanent appointments. The upside of this for contractors is an increase in temporary roles, particularly in the legal sector, filling gaps whilst decisions are made about replacement roles or restructures. We reported last year on the huge rise in overseas hires and highly sought-after language skills. How will this be affected? When will we see the impact? Where will we find these skills? What does this mean for UK-based teams servicing international colleagues and clients? Key for us is understanding the challenges facing our clients and collaborating with them effectively.

Academic libraries are increasingly expected to provide diverse spaces for the student experience, from cafes to indoor natural green spaces (when you can’t take the class outside, bring the outside in)! Conversely they are also faced with the demands of more remote learning and the rise of massive open online courses (MOOCs), both of which require adaptations to service delivery.

An interesting trend has been a tendency for RM teams to rebrand and remarket their services to demonstrate the breadth and value of the department’s remit. No longer the dusty deeds clerk, but instead the technical expert that can help users save time and ensure organisational reputations are not tarnished by high profile data breaches.

We spend time getting to know the next generation of knowledge and information professionals. What has emerged from these conversations is that higher salaries are no longer the main draw. Instead, information professionals in their first or second posts tend to look for benefits around career development. They want to work for an organisation which values knowledge and information and a manager who will mentor, nurture and encourage their development.

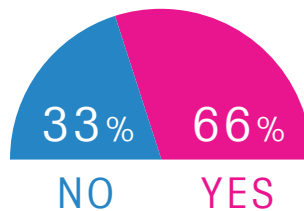
Our knowledge and information recruitment team here supports the commercial sector under the TFPL name and public and not-for-profit world as Sue Hill Recruitment. The benefit to clients and candidates alike is the collaborative approach of the team, sitting and networking together, going out to industry events across sectors and sharing knowledge and expertise to support effective recruitment and career development.

What do the next 12 months have in store for us? We predict an overwhelming need for adaptable, flexible and resilient knowledge and information professionals who will, as always, be at the forefront of change.

## Legal

SALARY		LONDON			REST OF UK		
Job title		Min	Average Salary	Max	Min	Average Salary	Max
Head of LIS		80	100	120	35	57.5	80
LIS Manager		45	52.5	60	40	47.5	55
Systems Librarian		35	42.5	50	25	32.5	40
Librarian/Research Librarian		28	40	48	26	40.5	45
Assistant Librarian/Info Officer		25	34	38	22	30	34
Library Assistant/Info Assistant		20	22.5	25	19	20	21
Records Manager		40	55	70	35	50	65
Records Officer		29	32	35	24	28	32
Records Assistant		23	27.5	30	22	24.5	27
Chief Knowledge Officer		100	140	175	65	77.5	90
Knowledge Manager		42	51	75	38	44	60
KnowHow Officer		35	42.5	50	30	37.5	45
Knowledge Officer		30	38	45	25	30	35
Web/Content/Database Assistant		20	27.5	35	15	22.5	30
Head of Research		65	72.5	80	60	65	70
Research Manager		50	57.5	65	45	55	65
Competitive Intelligence Researcher/Analyst		50	55.5	61	47	52.5	58
Information/Research Analyst		30	35	48	30	33.5	45
Business Analyst		35	42.5	50	35	40	45
Market & Insight Researcher/Analyst		35	42.5	50	30	37.5	45
Market Analyst		25	32.5	40	25	30	35
Research Analyst - Generalist		25	40	45	25	36	47
Research Analyst - Sector specialist		32	38	58	25	37.5	50

Number of employers who offer additional workplace benefits:



## Financial Services

SALARY	LONDON			REST OF UK		
	Min	Average Salary	Max	Min	Average Salary	Max
Job title						
Chief/Head of Information	80	102.5	150	60	75	90
Head of Records	80	90	130	70	80	90
Records Manager	38	55	85	36	48	60
Records Officer	20	30	38	18	21.5	25
Records Assistant	18	21.5	25	17	20	23
Head of Knowledge	75	87.5	110	60	75	90
Information Architect	60	75	90	55	62.5	70
Knowledge Manager	67	76	85	40	47.5	55
Knowledge Officer	30	35	40	25	30	35
Head of Research	80	97.5	115	50	60	70
Market & Insight Researcher/Analyst	50	58.5	67	45	55	65
Competitive Intelligence Researcher/Analyst	55	60	65	47	53.5	60
Research Analyst - Sector specialist	52	56	60	47	53	59
Research Analyst - Generalist	39	44.5	55	20	30.5	41
Information/Research Analyst	30	45	60	25	32.5	40
Data Analyst	29	32	40	24	28.5	33
Business Analyst	45	52.5	60	45	50	55
Market Analyst	25	32.5	40	25	31	37
Researcher	39	44.5	50	20	23.5	27
Information Assistant	20	25	30	17	20	23

NO  
PROFESSIONAL  
AFFILIATIONS

49%

MEMBERSHIPS

cilip

15%

BIALl

4%

ARA

3%

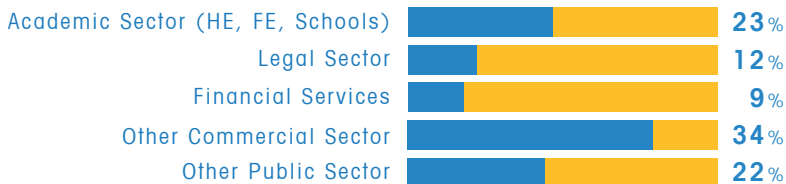
 information  
and records  
management  
society

3%

## Other Commercial

SALARY	LONDON			REST OF UK		
	Min	Average Salary	Max	Min	Average Salary	Max
Job title						
Head of Info	65	81.5	98	57	68.5	80
Info Services Manager	45	51	57	35	45	55
Systems Librarian	45	47.5	50	42	45.5	49
Librarian/ Subject Librarian	30	35	40	24	25.5	27
Assistant Librarian/Info Officer	25	27.5	30	20	23.5	27
Library Assistant/Info Assistant	18	22.5	27	15	19.5	24
Head of Archives	35	47.5	60	34	44.5	55
Archivist	31	38	45	30	35	40
Assistant Archivist	25	27.5	30	23	26.5	30
Archives Assistant	18	20	22	17	19.5	22
Head of Records	45	55	65	44	54.5	65
Records Manager	40	45	50	38	44	50
Records Officer	27	29.5	32	20	24.5	29
Records Assistant	22	23.5	25	15	18	21
Head of Knowledge	60	70	80	55	62.5	70
Information Architect	58	66.5	75	45	49	53
Knowledge Manager	32	39.5	47	28	34	40
Knowledge Officer	25	28.5	32	23	26	29
Web/Content/Database Assistant	29	34	39	18	21.5	25
Head of Research	60	72.5	85	50	62.5	75
Competitive Intelligence Researcher/Analyst	30	50	65	28	45	50
Information Analyst	37	43.5	50	35	40	45
Information Manager	28	34	40	25	32.5	40
Research Analyst	30	55	80	30	45	60
Business Analyst	36	40.5	45	35	37.5	40

## CURRENTLY WORKING IN



## Academic

SALARY	LONDON			REST OF UK		
Job title	Min	Average Salary	Max	Min	Average Salary	Max
Chief/Head Librarian	63	77	91	45	58	71
Library Manager/Deputy Librarian	37	51	65	28	35.5	43
Systems Librarian	39	44.5	50	32	36	40
Librarian/Subject Librarian	34	40	46	20	29.5	39
Assistant Librarian	26	29	32	24	26	28
Senior Library Assistant	22	27.5	33	20	24.5	29
Library Assistant	18	23	28	15	20.5	26
Digital/Open Access Assistant	22	25	29	20	22.5	25
Head of Archives	45	52.5	60	40	50	60
Archivist	32	36	40	30	35	40
Assistant Archivist	23	25.5	28	22	25	28
Archives Assistant	20	22.5	25	18	21.5	25
Information Compliance Manager	40	50	60	38	49	60
Records Manager	36	38	42	27	32.5	38
Records Assistant	22	26	30	18	21.5	25

## Local Authority + Public Libraries

SALARY	LONDON			REST OF UK		
Job title	Min	Average Salary	Max	Min	Average Salary	Max
Chief/Head Librarian	45	56.5	68	35	46	57
Deputy Librarian	35	42.5	50	30	35	40
Systems Librarian	37	43.5	50	35	40	45
Librarian	25	34	43	23	31.5	40
Assistant Librarian	22	24	26	20	22.5	25
Senior Library Assistant	20	24	28	19	22	25
Library Assistant	18	21.5	25	17	19.5	22
Head of Archives	50	57.5	65	30	40	50
Archivist	31	37	43	25	31.5	38
Assistant Archivist	24	27	30	17	21.5	26
Head of Records/Information	55	65	75	50	62.5	75
Records Manager	37	40	43	25	30	35
Records Officer	28	33.5	39	20	27.5	35
Records Assistant	18	21	24	17	18.5	20
Business Analyst	35	42.5	50	30	39	48
Information Governance Manager	45	60	75	30	42.5	55
Information Manager	42	47	52	35	40	45



## Government

SALARY	LONDON			REST OF UK		
Job title	Min	Average Salary	Max	Min	Average Salary	Max
Chief/Head Librarian	45	60	75	38	50	62
Deputy Librarian	35	40	45	28	34	40
Systems Librarian	37	41	45	35	40	45
Librarian	29	34.5	40	28	33	38
Assistant Librarian	27	31	35	25	30	35
Library Assistant	20	22.5	25	17	21	25
Head of Archives	45	53	61	35	45.5	56
Archivist	30	37.5	45	28	31.5	35
Assistant Archivist	23	27.5	32	23	26.5	30
Archives Assistant	20	22.5	25	17	20.5	24
Head of Records	68	74	80	55	63.5	72
Records Manager	43	51.5	60	30	38	46
Records Officer	29	32	35	25	27.5	30
Fol Officer	30	34.5	39	30	34	38
Chief Knowledge Officer	65	77.5	90	55	65	75
Head of Knowledge	65	72.5	80	60	70	80
Knowledge Manager	43	52.5	62	31	43	55
Web/Content/Database Manager	42	47	52	35	40.5	46
Knowledge Officer	30	34	38	25	30	35
Data Analyst	29	32	35	27	29.5	32
Information Manager	43	51.5	60	30	37.5	45
Information Officer/Researcher	30	42.5	55	26	33	40
Business Analyst	50	65	80	30	50	70

25%

Have a MA/MSc/MBA Econ  
Library/Information  
Management/Governance

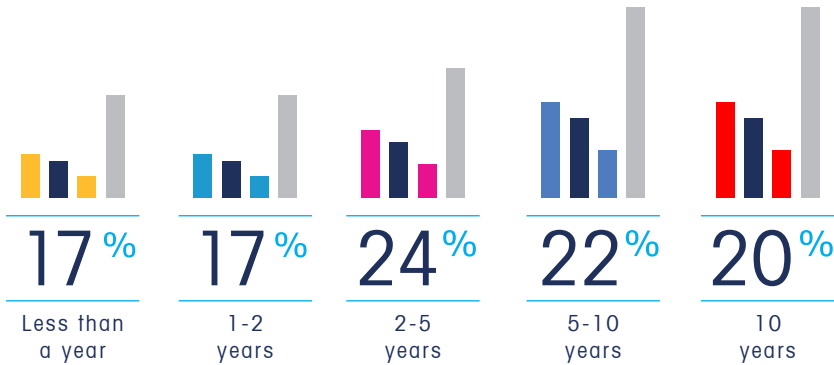
28%

Other  
taught Master's  
degree

Healthcare/NHS

SALARY	LONDON			REST OF UK		
	Min	Average Salary	Max	Min	Average Salary	Max
Chief/Head Librarian	49	73	97	40	60	80
Deputy Librarian	30	42.5	55	29	41	53
Systems Librarian	37	41.5	46	35	40.5	46
Librarian	27	36	45	23	29	35
Assistant Librarian	20	25	30	20	25	30
Library Assistant	19	22.5	26	17	20	23
Records Manager	40	53.5	67	38	51.5	65
Records Officer	20	27.5	35	18	23	28
Records Assistant	18	20.5	23	17	19.5	22
Information Governance Manager	47	62.5	78	44	52	60
Head of Knowledge	57	68.5	80	45	55	65
Knowledge Manager	35	45	55	32	38.5	45
Business Analyst	28	34	40	26	30.5	35
Information Officer/Specialist	28	31.5	35	20	25	30

Have been in their current role:

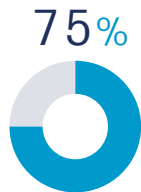


Congratulations to the one person who's been  
in their job for 35 years!

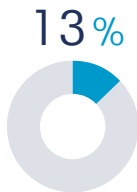
## Third Sector

SALARY	LONDON			REST OF UK		
	Min	Average Salary	Max	Min	Average Salary	Max
Chief/Head Librarian	45	62.5	80	32	43.5	55
Deputy Librarian	32	36	40	29	34.5	40
Librarian	28	32	36	22	24	26
Assistant Librarian	23	25.5	28	22	24	26
Library Assistant	18	21	24	17	20.5	24
Systems Librarian	38	42	46	35	40	45
Archivist	30	39	48	28	34	40
Assistant Archivist	23	25.5	28	22	23.5	25
Archives Assistant	18	20	22	17	19.5	22
Conservation/Digitisation Officer	21	23.5	26	19	21.5	24
Head of Archives	44	53	62	40	50	60
Information Governance Manager	35	40.5	46	32	38.5	45
Records Manager	34	37	42	28	31.5	35
Records Officer	22	25	28	19	22	25
Records Assistant	18	20.5	23	17	19.5	22
Head of Knowledge	65	75	85	45	55	65
Information Architect	45	51.5	58	28	34	40
Knowledge Manager	36	40.5	45	32	38.5	45
Information Officer/Specialist	26	32	38	25	29.5	34

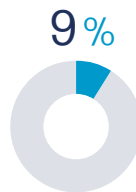
### Employment status:



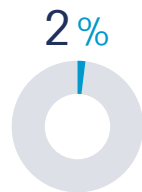
Perm, full-time



Perm, part-time



Temp (PT & FT)



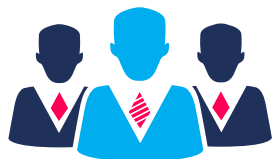
Freelance

## A NOTE ABOUT...

Insight provided by the Sue Hill and TFPL team:

Anne Ashdown, Jeremy Clarke, Neil Currams, Victoria Sculfor and Lee Seymour

### New Professionals



2016 so far has been a busy year and we have seen an increase in the number of entry level and newly qualified information professionals. It is an incredibly competitive market at the moment with organisations keen to hire the right staff to fit in with the needs of the business and the service they offer.

Communication is the key skill for which we have seen a demand across both the corporate and not-for-profit sectors. As information departments are constantly promoting their services and proving their worth to their organisations and stakeholders. **New professionals need to think about how to promote themselves during application and interview** to demonstrate their ability to communicate concisely and effectively.

This year has seen a continued rise in the need for more technically-minded candidates, looking at areas such as digitisation, metadata and electronic records management. Employers are increasingly looking for experience, or a very good understanding, of the more technical elements of information which new entrants to the profession can gain from their studies or transferrable IT skills developed through work experience or personal interests. The nature of how we access and use information as well as the resources we use, especially with the development of social media, is constantly changing and this is reflected in the candidates we have seen in the past year. We have seen the 2016 graduates being curious about the world, open to different methods of research and storing information.

### Researchers

Researchers and Analysts are found across many and varied sectors. Whether the function is to provide secondary research using a range of online databases or a combination of primary and desk research, these skills have been in constant demand.

Whilst the investment banking research teams are ever diminishing, we have seen continued demand in other sectors including law and consultancy. Salaries appear to have remained steady for these roles however, with no major increases now in the more traditional information research roles for a number of years.



The demand for sector focused analysts remains strong. Candidates who have excellent commercial awareness, deep industry knowledge of a specific market and solid skills across both quantitative and qualitative analysis with the ability to produce compelling insights and thought leadership can expect to see ongoing job opportunities with attractive salary levels.

Employers are much more willing to pay an attractive salary at market rate or above to secure the best talent available for these roles.

Speaking to a range of clients post the Brexit vote, there is a marginally positive sentiment that robust analytical skills will be in demand once Article 50 is served and the process to disentangle gets fully under way, especially in core areas of analysis that supports business advisory, strategy planning and business development.

## Legal Sector

The booming UK legal sector grew at the “phenomenal” rate of 8% last year and is worth almost £26bn, according to research commissioned by the Law Society.

Catherine Dixon, Chief Executive of the Law Society of England and Wales, said:  
*“The provision of expert legal services is fundamental to the success of business and commerce and underpins the very fabric of our society.”*



Recruitment to knowledge and information teams within the legal sector reflected this optimism last year, with a buoyant market across all levels of role, from senior managers to recent graduates.

Notable challenges to recruitment within knowledge and information last year included ‘northshoring’ (an alternative to offshoring, for London and south east based companies seeking to achieve significant cost savings), firm mergers and outsourcing of entire departments, but despite these factors, this part of our market remained the most active.

We envisage the legal sector will continue to flourish in 2016-17. We have seen very little impact to date as a result of the Brexit vote, and indeed it is likely that lawyers will play a crucial role in helping their clients navigate one of the largest programmes of regulatory and legislative reform ever seen. Brexit has once again shown the degree to which the legal sector is insulated against wider economic and market malaise.

## Knowledge Management

We are witnessing the ongoing evolution of roles within the Knowledge Management (KM) discipline. KM as a concept is now more widely understood and adopted to greater or lesser degrees across organisations.

Technology to support KM is also constantly developing, as are the roles that provide the strategy and support for KM and the development of knowledge capital.

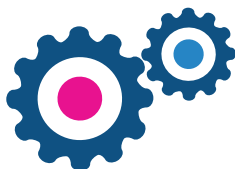


In the first half of 2016 we saw a number of clients creating new knowledge management roles. We have seen a significant increase in investment into creating new teams and complete restructures. Common themes across these roles include collaboration, community building, information architecture and self-service. Organisations have also been involved in areas such as Enterprise search, document automation and the alignment of knowledge architectures, especially post-merger.

We have seen good salary ranges being offered across KM roles with definite growth for progression and career development.

Specific growth points have been within professional services, especially law, accountancy and consultancy, at all levels of hires. There is, however, still a marked shortage of good applicants at the more junior end of the KM spectrum and we feel this is still a factor of the post-2009 crash which had a huge impact on graduate opportunities in this area. We have every reason to be positive for anyone embarking on a career in Knowledge Management or looking to take the next step up the career ladder. There are very definite and real career progression prospects in this discipline with attractive salaries on offer.

## Records Management



After a noticeable slackening in Information & Records Management (IRM) recruitment across many industries in the last couple of years, the first half of 2016 has bucked that trend with a variety of positions arising within public and private sector organisations.

Looking more closely at the themes in IRM recruitment this year we can see that many organisations are continuing to explore SharePoint as an Electronic Document & Records Management (EDRM) tool, in an effort to improve document searchability and streamline working practices. While we have witnessed many debates about whether SharePoint can offer a satisfactory EDRM function, for now it seems the proponents have won.

However it can be all too easy for an organisation to take the view that their Records Manager can be everything to all-comers; facilitating document management, information governance, systems implementation and management, risk management and information security, all at the knock-down price of a clerical worker.

We must ensure that professional skills are valued as are those of more traditional professions; a sentiment which was borne out by several of the speakers at the 2016 IRMS Conference.

## Academic Libraries

We prefer not to homogenise academic libraries as we appreciate institutions cater to different user demographics, specialise in distinct subject areas, and strategise accordingly to develop appropriate library services. However there are many challenges and opportunities which run across the sector.



Open access research repositories have continued to garner growing attention as institutions prioritise research support and work towards the next Research Excellence Framework assessment (REF2020). It is clear that the demand for a suitably skilled workforce responsible for managing research repositories is outpacing availability.

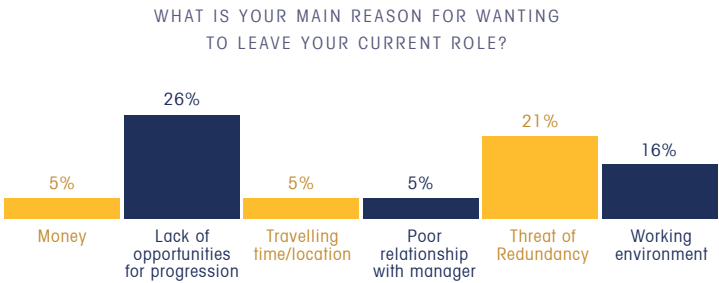
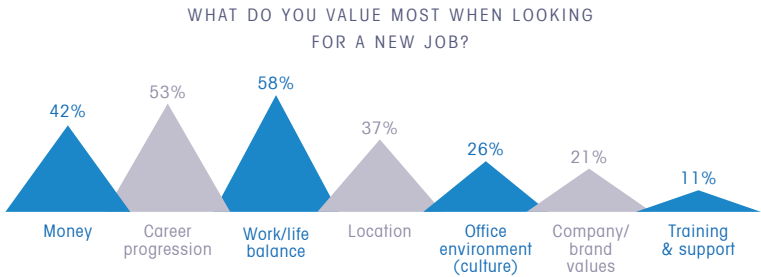
2016 has also witnessed innovation and restructure within many Higher Education libraries. These have been driven by different factors: ambition to achieve Customer Service Excellence, the need to improve delivery for increasingly digital services, the opportunity to take advantage of new cloud-based solutions, and a growing requirement to address feedback from student satisfaction surveys. Large-scale change management within libraries offer many opportunities for staff to up-skill and diversify, while successful change programmes require library teams that can offer good leadership and project management skills.

Brexit is still an unknown quantity but concerns have already been raised about the impact of the UK's changing place in Europe on EU funding, as well as the diminished purchasing power of a weakened Pound when the time comes for acquisitions teams to pay sizeable invoices for digital resources priced in Dollars and Euros.

Library and information professionals in today's academic libraries have immensely transferable skill sets that can be applied across the corporate and non-commercial worlds.

## Attracting & Retaining Talent

We polled some of our candidates to find out what drives them. Here's what we learnt:





Gemma Wood – Marketing Manager



## Talent attraction in the digital age

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In an increasingly competitive employment market we're often asked by our clients about the best way of attracting (and keeping!) candidates.

It's difficult to provide a definitive answer to this question as talent attraction isn't an exact science. However, we can offer a bit of advice on that most mystical of beasts 'employer branding' and a few hints and tips on what people really care about when looking for a new role.

People tend to assume that the primary driver for anyone looking for a new job is a bigger salary. However, the results of our candidate poll reveal that **career progression** and **work-life balance** are far more important to people than a bigger paycheck, although that's also nice! (This is backed up by independent research undertaken by LinkedIn). Our candidates also rated a lack of opportunities for progression as the biggest single reason for looking for a new job.

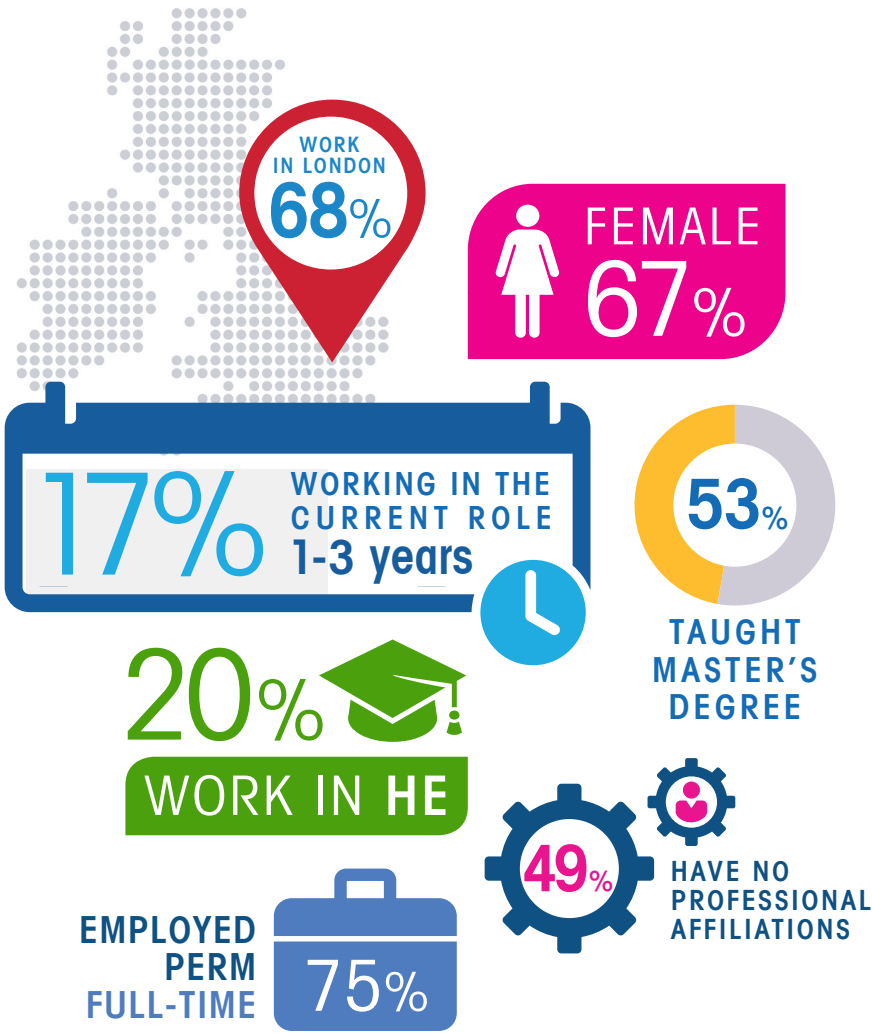
One of the most effective ways of making a job appealing to prospective candidates is to provide a clear path for **career progression** – it might be the most amazing job in world, but even the most dedicated employee wants a bit of variety. Giving people a helping hand in **progressing their careers** also shows that you value their contribution and makes them feel important in a way that a big salary just can't.

The phrase 'employer branding' is being bandied about a lot at the moment and it can be tempting to dismiss it as just another buzzword. However, there is some substance to this one! Increasing competition for the best candidates means that **employers are having to look at everything they are offering their staff** (not just the salary and bonus package). Candidates are becoming more interested in learning what a company is like to work for, what the work-life balance will be and the kind of people they'll be working with before taking the plunge and signing a contract.

Not really such a mystical beast after all.



The average Library/Information professional



## TFPL Learning

TFPL Learning has over 30 years' experience developing innovative and cutting edge training techniques. All of our trainers are experts in their fields, so you know you'll be getting the best training available in your chosen area.

We offer over 100 standard courses across 11 disciplines, including:

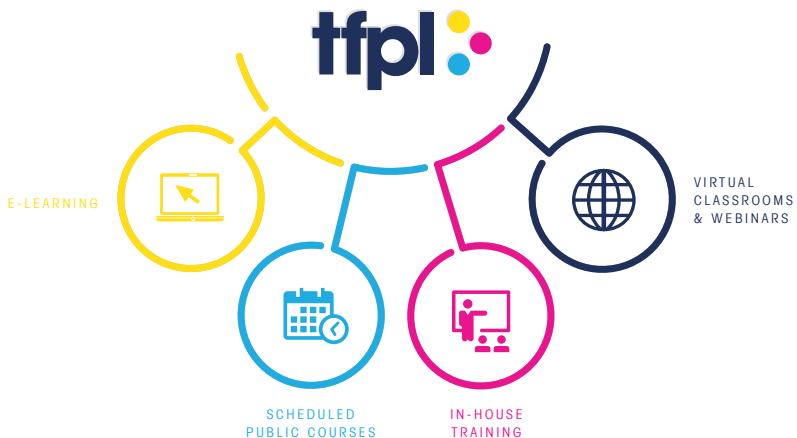
- Management & Leadership
- Personal Impact & Effectiveness
- Information Technology
- Data Protection & Copyright
- Project, Programme & Change Management
- Insight & Intelligence
- Knowledge Management



One of the secrets of our longevity is our track record. We've delivered positive training outcomes for some of the largest public and private sector organisations in the UK, helping them to achieve their goals. We are trusted advisors, able to support organisations through periods of change and help develop the best talent.

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