CCAHA/Lyrasis Collections Stewardship Succession Planning Initiative
Survey, Fall 2023

GENERAL RESPONDENT INFORMATION:

1. Please select the category that best describes your institution:

   o   College or University library, archives, and/or special collections
   o   Public library or non-profit special library or archives
   o   Historical Society, historic house, or historic site
   o   Museum
   o   Non-profit organization with secondary library and archival collections
   o   Government archives
   o   Performing arts organization
   o   Other (please specify) _____

2. What is the estimated size of your institution's annual operating budget?
   o $0 – $49,999
   o $50,000 – $200,000
   o $200,000 – $999,999
   o $1,000,000 – $10,000,000
   o $10,000,000 or more

3. Estimated Organizational Total Staff Size (full-time equivalent employees):
   Total: _____
   Paid: _____
   Volunteer: _____

4. Respondent Title: _____
5. (*If response to #1 is not 'Performing Arts Organization'*)
   Estimated Number of Staff with Collections Stewardship Responsibilities: ____
   Full-time or Part-time Staff entirely dedicated to Collections Stewardship Responsibilities: ____
   Full-time or Part-time staff with some secondary Collections Stewardship Responsibilities: ____
   Volunteers with Collections Stewardship Responsibilities: ____

6. (*If response to #1 is 'Performing Arts Organization'*)
   Respondent's Role in Performing Arts Administration: _____

CURRENT STATUS OF SUCCESSION PLANNING AT YOUR ORGANIZATION:

Definitions for three terms used throughout this survey:

Succession Plan: For the purposes of this survey, a Succession Plan is defined as a written document or set of documents that describe a specific position and its place within the organizational structure, as

well as an action plan for ensuring the smooth transition of position responsibilities, including recruitment, hiring, and training.

Collections Stewardship: For the purposes of this survey, Collections Stewardship is defined as the staff or volunteer responsibilities for maintaining intellectual control, safety and security, treatment and housing, housekeeping, and environmental stability appropriate for the collection items.

Knowledge Transfer Process: A systematic method for the documentation of critical job-specific information regarding organizational history, business functions, protocols, and tasks, particularly as needed to ensure accurate information sharing during periods of staff or volunteer transition.

7. Does your organization currently have any type of Succession Planning process or policy in place?
   o Yes
   o No
   o In Process
   o Don't Know

8. *(If yes to #8)* Does the Succession Planning at your organization address different processes for emergency (sudden need) vs. standard succession?
   o Yes
   o No
   o Don't Know

9. At your organization, does a Succession Plan exist for any top administrative positions?
   o No, our organization has not invested in Succession Planning for specific positions to date.
   o Yes, our organization has a Succession Plan for the top administrative position.
   o Yes, our organization has Succession Plans for more than one leadership position.

10. Has your organization established any systems to support a "knowledge transfer process" to ensure the smooth transfer of information critical for maintaining continuity of projects and practices?
    o Yes, there are formal systems.
    o Yes, there are informal systems that seem to work well.
    o Yes, there are informal systems that may be inadequate.
    o No, there are no systems in place to guide knowledge transfer.
    o Don't Know

11. Does your organization do oral histories for any of these reasons? (Check all that apply.)
    ☐ Organizational History
    ☐ Anniversary Celebrations
    ☐ Succession Planning
    ☐ Promotion of the company
    ☐ Other: *[Comment Box]*

12. In addition to succession plans, does your organization have any of these plans or policies? (Check all that apply.)
    ☐ Staff recruitment plans

☐ Staff retention plans
☐ Communication plans for staff departure or layoff situations
☐ Other: *[Comment Box]*

13. Does your organization have language to ensure that diversity, equity, inclusion, and accessibility issues are part of their process for succession planning?
    o Yes
    o No
    o Don't Know

14. *(If yes to #15)* How has your organization incorporated concerns regarding diversity, equity, inclusion, and accessibility issues into the succession planning process?   *[Comment Box]*

15. What would be the effect if YOU abruptly left your organization? (Please check all that apply.)
    ☐ Plans or documents are in place to ensure a smooth leadership transition.
    ☐ Work/projects might come to a temporary (or longer) standstill.
    ☐ There would be service disruptions.
    ☐ Staff would not have access to all needed password-protected information.
    ☐ It might take months for the organization to return to stability.
    ☐ There would be no remaining staff with the specific skills/training needed to execute key tasks.
    ☐ Other: *[comment box}*

YOUR PERSONAL EXPERIENCE WITH LEADERSHIP TRANSITIONS

16. Have you worked at an organization or in a department that experienced problems arising from a lack of succession planning?
    o Yes
    o No

17. *(If yes to #18)* What problems have you experienced or witnessed that arose from a lack of succession planning?
    ☐ Inability to access computer files or other equipment.
    ☐ Inability to access certain rooms/parts of building/parts of collections.
    ☐ Disruption of momentum on projects (e.g., grant-funded projects, social media campaigns, etc.).
    ☐ Financial disruptions (payroll, ability to make vendor payments, contract delays).
    ☐ Difficulty maintaining external relationships (partners, vendors, volunteers, etc…)
    ☐ Lack of plans or instructions for remaining department/division/organizational staff.
    ☐ Other: *[Comment Box]*

18. Did any of the following issues exacerbate staffing and succession planning issues within your organization in the past three years? (Check all that apply.)
    ☐ The COVID-19 Pandemic
    ☐ Economic Issues
    ☐ Social Justice Issues
    ☐ Early Retirements
    ☐ Salary levels

☐ Lack of opportunities for advancement
☐ Changing priorities of emerging professionals
☐ Lack of new graduates with appropriate skills/experience
☐ Other Issues: *[Comment Box]*

19. Do you feel that your organization has presented you with a clear career/advancement path?
   o Yes
   o No
   o Not Applicable
   o Don't Know

20. *(If no to #21)* Please comment if you have any ideas that you believe could improve your organization's ability to encourage career/advancement planning? *[Comment Box]*

21. Do your concerns about Succession Planning and Knowledge Transfer extend to your organization's part-time and volunteer staff?
   o Yes
   o No
   o Don't Know

22. *(If yes to #23)* Please comment regarding your Succession Planning concerns for part-time and volunteer staff. *[Comment Box]*

PLANNING FOR THE FUTURE

23. Do you consider Succession Planning a high or low priority at your organization, in comparison to financial, facilities, collection stewardship, and programmatic issues?
   o High
   o Medium
   o Low
   o Don't Know

24. What barriers do you see to an increased commitment to Succession Planning at your organization. (Please check all that apply.)
   ☐ Lack of time
   ☐ Lack of policies or examples
   ☐ Lack of staff knowledge on this topic
   ☐ Other: *[Comment Box]*

25. If you have participated in a Succession Planning process, please note if you used any outside resources during the process. (Please check all that apply.)
   ☐ Peers and Colleagues
   ☐ Management Consultant
   ☐ Executive Coaches
   ☐ Education/Training offered by Professional Associations
   ☐ Books and Articles
   ☐ On-line Resources
   ☐ Other: *[Comment Box]*

26. *(If Books and Articles and/or On-line and other Resources is selected)* Please share any particularly helpful Books, Articles, or On-line or other Resources that you have found useful. *[Comment Box]*

27. What would be the best delivery method for information related to Succession Planning? (Please check all that apply.)
- ☐ Checklists
- ☐ Model Policies
- ☐ Workbooks
- ☐ Webinars
- ☐ Live Workshops or Meetings
- ☐ Videos for staff training
- ☐ Online or website information
- ☐ Other: [*comment box]*

28. Would you be interested in joining a discussion group on this issue with colleagues in your region or professional association?
- ○ Yes
- ○ Maybe
- ○ No
- ○ Don't know

29. Please share any additional stories or comments or stories regarding Succession Planning that you think will provide helpful background in developing a suite of Succession Planning resources. *[Comment Box]*