Mapping the Landscapes | CE/PD Needs Assessment

ARCHIVES — COLLECTIONS

	Have knowledge/ skills for success	Need minor improvement	Need significant improvement	Not relevant to role	% in need (minor + significant)
Collection Development					
Build collections	36%	42%	10%	12%	52%
Maintain collections	36%	48%	10%	6%	58%
Establish/ apply criteria	44%	38%	8%	9%	46%
Policies and procedures	58%	29%	5%	8%	34%
Ensure collections quality	63%	29%	3%	5%	32%
Disaster management plan	35%	40%	17%	8%	57%
Physical Collection Management					
Physical resources	66%	24%	3%	7%	27%
Control/access to physical collections	35%	48%	11%	6%	59%
Organize collections	47%	39%	10%	4%	49%
Sustain collections over time	50%	39%	4%	7%	43%
Physical Preservation Principles and Skills					
Preservation activities	49%	37%	8%	6%	45%
Conservation activities	17%	36%	31%	16%	67%
Physical protection and authentication activities	43%	39%	9%	9%	48%
Digital Collection Management					
Digital resources	14%	40%	36%	10%	76%
Organize digital collections	18%	38%	34%	10%	72%
Control/ access to digital collections	8%	30%	48%	14%	78%
Digital curation software	6%	27%	50%	17%	77%
Integrate tools into workflows	8%	26%	51%	15%	77%
Sustain digital collections over time	9%	37%	42%	12%	79%
Digital Preservation Principles and Skills					
Preservation/ conservation of digital materials	10%	33%	44%	13%	77%
Ensure digital protection, authentication of collections	10%	32%	44%	14%	76%
Policies and procedures for digitization	20%	35%	31%	14%	66%
Policies and procedures for born digital materials	12%	34%	40%	14%	74%

LIBRARIES — COLLECTIONS

	Have knowledge/ skills for success	Need minor improvement	Need significant improvement	Not relevant to role	% in need (minor + significant)
Collection Development					
Build collections	35%	42%	10%	13%	51%
Maintain collections	38%	43%	8%	11%	51%
Establish/ apply criteria	35%	38%	14%	13%	52%
Policies and procedures	50%	30%	9%	11%	39%
Ensure collections quality	54%	34%	5%	7%	39%
Disaster management plan	18%	35%	29%	17%	64%
Physical Collection Management					
Physical resources	49%	34%	5%	12%	39%
Control/ access to physical colle	30%	39%	14%	17%	53%
Organize collections	38%	39%	11%	12%	50%
Sustain collections over time	43%	36%	9%	11%	45%
Physical Preservation Principles and Skills					
Preservation activities	19%	33%	22%	26%	55%
Conservation activities	13%	32%	28%	27%	60%
Physical protection, authenticat	21%	31%	20%	28%	51%
Digital Collection Management					
Digital resources	14%	30%	28%	27%	58%
Organize digital collections	14%	30%	26%	30%	56%
Control/ access to digital collec	6%	27%	34%	33%	61%
Digital curation software	6%	18%	33%	43%	51%
Integrate tools into workflows	5%	20%	38%	37%	58%
Sustain digital collections over t	9%	31%	32%	28%	63%
Digital Preservation Principles and Skills					
Preservation/ conservation of d	6%	19%	31%	44%	50%
Ensure digital protection, authe	7%	18%	32%	43%	50%
Policies and procedures for digi	9%	18%	32%	41%	50%
Policies and procedures for bor	6%	16%	32%	46%	48%

MUSEUMS/HISTORICAL SOCIETIES — COLLECTIONS

	Have knowledge/ skills for success	Need minor improvement	Need significant improvement	Not relevant to role	% in need (minor + significant)
Collection Development					
Build collections	24%	35%	13%	28%	48%
Maintain collections	28%	43%	9%	20%	52%
Establish/apply criteria	35%	36%	12%	17%	48%
Policies and procedures	50%	28%	8%	14%	36%
Ensure collections quality	58%	30%	5%	7%	35%
Disaster management plan	36%	41%	15%	8%	56%
Physical Collection Management					
Physical resources	50%	35%	5%	10%	40%
Control/ access to physical colle	36%	40%	12%	12%	52%
Organize collections	33%	41%	13%	13%	54%
Sustain collections over time	46%	38%	7%	9%	45%
Physical Preservation Principles and Skills					
Preservation activities	50%	33%	10%	7%	43%
Conservation activities	34%	29%	27%	10%	56%
Physical protection, authenticat	40%	36%	14%	9%	50%
Digital Collection Management					
Digital resources	14%	29%	33%	24%	62%
Organize digital collections	17%	28%	30%	25%	58%
Control/ access to digital collect	8%	24%	39%	29%	63%
Digital curation software	9%	22%	36%	33%	58%
Integrate tools into workflows	7%	23%	41%	29%	64%
Sustain digital collections over t	6%	26%	41%	27%	67%
Digital Preservation Principles and Skills					
Preservation/ conservation of d	5%	31%	40%	23%	71%
Ensure digital protection, authe	7%	31%	35%	27%	66%
Policies and procedures for digi	12%	34%	29%	25%	63%
Policies and procedures for bor	9%	26%	39%	26%	65%

ARCHIVES — INSTITUTIONAL MANAGEMENT

	Have knowledge/ skills for success	Need minor improvement	Need significant improvement	Not relevant to role	% in need (minor + significant)
Facility design and management					
Encourage patron use	39%	40%	8%	13%	48%
Safe environment	34%	43%	10%	13%	53%
Well-run environment	34%	43%	9%	14%	52%
Organizational Planning, Policies, and Procedures					
Understand laws	34%	52%	12%	2%	64%
Policies/ procedures	58%	34%	6%	2%	40%
Strategic planning	41%	45%	4%	10%	49%
Supervision and Human Resources					
Recruitment and selection of workforce	45%	35%	6%	14%	41%
Lead and empower employees	42%	42%	10%	6%	52%
Performance management strategies	35%	45%	12%	8%	57%
Performance management standards, requirements	40%	42%	10%	8%	52%
Work with consultants and volunteers	54%	32%	8%	6%	40%
Support staff career development	45%	35%	7%	13%	42%
Institutional Affiliations and Financial Management					
Institutional credibility	35%	24%	30%	11%	54%
Information, feedback from advisory bodies	26%	35%	10%	29%	45%
Basic budget/ finance understanding	42%	36%	10%	12%	46%
Financial processes	37%	33%	14%	16%	47%
Identify, pursue multiple funding sources	25%	34%	16%	26%	50%

LIBRARIES — INSTITUTIONAL MANAGEMENT

	Have knowledge/ skills for success	Need minor improvement	Need significant improvement	Not relevant to role	% in need (minor + significant)
Facility design and management					
Encourage patron use	29%	47%	10%	14%	57%
Safe environment	21%	48%	16%	15%	64%
Well-run environment	33%	43%	9%	15%	52%
Organizational Planning, Policies, and Procedures					
Understand laws	27%	50%	14%	9%	64%
Policies/ procedures	46%	41%	9%	4%	50%
Strategic planning	36%	45%	4%	15%	49%
Supervision and Human Resources					
Recruitment, selection of workf	44%	40%	7%	9%	47%
Lead, empower employees	41%	47%	9%	3%	56%
Performance management stra	27%	52%	16%	5%	68%
Performance management stan	24%	48%	20%	8%	68%
Work with consultants, volunte	45%	36%	7%	12%	43%
Support staff career developme	38%	42%	12%	8%	54%
Institutional Affiliations and Financial Management					
Institutional credibility	30%	20%	10%	40%	30%
Information, feedback from adv	37%	27%	10%	26%	37%
Basic budget/ finance understa	49%	34%	10%	7%	44%
Financial processes	37%	38%	11%	14%	49%
Identify, pursue multiple fundir	22%	34%	21%	23%	55%

MUSEUMS/HISTORICAL SOCIETIES — INSTITUTIONAL MANAGEMENT

	Have knowledge/ skills for success	Need minor improvement	Need significant improvement	Not relevant to role	% in need (minor + significant)
Facility design and management					
Encourage patron use	26%	50%	15%	9%	65%
Safe environment	21%	41%	19%	19%	60%
Well-run environment	31%	47%	8%	14%	55%
Organizational Planning, Policies, and Procedures					
Understand laws	25%	46%	18%	11%	64%
Policies/ procedures	39%	43%	9%	9%	52%
Strategic planning	36%	42%	7%	15%	49%
Supervision and Human Resources					
Recruitment, selection of workf	40%	39%	11%	10%	50%
Lead, empower employees	41%	43%	10%	6%	53%
Performance management strat	29%	45%	18%	8%	63%
Performance management stan	22%	41%	24%	13%	65%
Work with consultants, volunte	51%	38%	4%	7%	42%
Support staff career developme	35%	43%	12%	10%	55%
Institutional Affiliations and Financial Management					
Institutional credibility	34%	26%	14%	26%	40%
Information, feedback from adv	36%	33%	12%	19%	45%
Basic budget/ finance understar	49%	36%	9%	6%	45%
Financial processes	37%	40%	12%	11%	52%
Identify, pursue multiple fundin	29%	30%	22%	19%	52%

ARCHIVES — TECHNOLOGY

	Have knowledge/ skills for success	Need minor improvement	Need significant improvement	Not relevant to role	% in need (minor + significant)
Core technology					
Basic computer functions and tasks	66%	25%	7%	2%	32%
Basic functions of email and web-based resources	67%	26%	6%	1%	32%
Apply technologies for learning/ collaboration	58%	29%	12%	1%	41%
Intermediate/Advanced Technology					
Automation systems	22%	26%	37%	22%	63%
Enterprise computing systems	15%	23%	30%	32%	53%
Network and security systems	6%	21%	33%	39%	54%
Server administration systems	3%	19%	36%	42%	55%
Technology planning	10%	33%	33%	24%	66%
Web design/ development	14%	30%	32%	24%	62%

LIBRARIES — TECHNOLOGY

	Have knowledge/ skills for success	Need minor improvement	Need significant improvement	Not relevant to role	% in need (minor + significant)
Core technology					
Basic computer functions and t	65%	27%	5%	3%	32%
Basic functions of email and we	70%	22%	5%	3%	27%
Apply technologies for learning	56%	35%	8%	1%	43%
Intermediate/Advanced Technology					
Automation systems	29%	33%	15%	23%	48%
Enterprise computing systems	13%	30%	21%	36%	51%
Network and security systems	7%	23%	28%	42%	51%
Server administration systems	3%	18%	33%	46%	51%
Technology planning	14%	35%	27%	24%	62%
Web design/ development	12%	37%	26%	25%	63%

MUSEUMS/HISTORICAL SOCIETIES — TECHNOLOGY

	Have knowledge/ skills for success	Need minor improvement	Need significant improvement	Not relevant to role	% in need (minor + significant)
Core technology					
Basic computer functions and ta	68%	25%	5%	2%	30%
Basic functions of email and we	68%	24%	4%	4%	28%
Apply technologies for learning,	46%	40%	12%	2%	52%
Intermediate/Advanced Technology					
Automation systems	17%	24%	14%	45%	38%
Enterprise computing systems	8%	19%	16%	57%	35%
Network and security systems	5%	24%	18%	53%	42%
Server administration systems	4%	18%	22%	57%	40%
Technology planning	9%	33%	23%	35%	56%
Web design/ development	13%	29%	24%	34%	53%

Mapping the Landscapes | CE/PD Needs Assessment

ARCHIVES — LEADERSHIP

	Have knowledge/ skills for success	Need minor improvement	Need significant improvement	Not relevant to role	% in need (minor + significant)
Flexible and Reflective Thinking					
Innovative thinking about mission and goals	55%	39%	5%	1%	44%
Assess organizational shortcomings/ assets	25%	33%	16%	26%	49%
Continuous improvement	44%	47%	8%	1%	55%
Consider impact in community and beyond	45%	38%	13%	4%	51%
Impactful ideas, environments, technologies	36%	49%	13%	2%	62%
Anticipate problems/ opportunities	42%	50%	8%		58%
Planning and Making Effective Decisions					
Short-term/ long-term planning	42%	49%	8%	1%	57%
Identify clear outcomes	51%	40%	8%	1%	48%
Evidence based decision making	28%	53%	18%	1%	71%
Responsibility for decisions	60%	29%	7%	4%	36%
Decisional transparency	61%	31%	5%	3%	36%
Leading through Change					
Internal/ external support for change	33%	48%	16%	3%	64%
Collaborate during change	45%	44%	9%	2%	53%
Build community relationships	42%	44%	9%	5%	53%
Environment that encourages problem solving	41%	42%	13%	4%	55%
Engaging, motivating, and inspiring					
Motivate individuals to contribute	43%	44%	8%	5%	52%
Environment of trust and integrity	67%	28%	4%	1%	32%
Inspire others to think creatively	48%	40%	10%	2%	50%
Environment of active communication	56%	36%	6%	2%	42%
Constructive feedback	47%	43%	8%	2%	51%
Cultural competency					
Awareness of diverse cultures and beliefs	57%	33%	5%	5%	38%
Foster an environment that respects cultures	58%	31%	5%	6%	36%

LIBRARIES — LEADERSHIP

	Have knowledge/ skills for success	Need minor improvement	Need significant improvement	Not relevant to role	% in need (minor + significant)
Flexible and Reflective Thinking					
Innovative thinking about missi	46%	42%	10%	2%	52%
Assess organizational shortcom	22%	34%	21%	23%	55%
Continuous improvement	41%	44%	14%	1%	58%
Consider impact in community	39%	44%	15%	2%	59%
Impactful ideas, environments,	31%	47%	20%	2%	67%
Anticipate problems/ opportun	39%	45%	15%	1%	60%
Planning and Making Effective Decisions					
Short-term/ long-term planning	39%	45%	15%	1%	60%
Identify clear outcomes	37%	47%	15%	1%	62%
Evidence-based decision makin	28%	47%	23%	2%	70%
Responsibility for decisions	60%	31%	6%	3%	37%
Decisional transparency	55%	36%	7%	2%	43%
Leading through Change					
Internal/ external support for c	27%	53%	18%	2%	71%
Collaborate during change	42%	46%	11%	1%	57%
Build community relationships	40%	42%	15%	3%	57%
Environment that encourages p	37%	45%	15%	3%	60%
Engaging, motivating, and inspiring					
Motivate individuals to contribu	41%	43%	13%	3%	56%
Environment of trust and integ	56%	35%	7%	2%	42%
Inspire others to think creativel	41%	41%	17%	1%	58%
Environment of active commun	48%	40%	11%	1%	51%
Constructive feedback	45%	42%	12%	1%	54%
Cultural competency					
Awareness of diverse cultures a	55%	38%	5%	2%	43%
Foster an environment that res	55%	38%	4%	3%	42%

MUSEUMS/HISTORICAL SOCIETIES — LEADERSHIP

	Have knowledge/ skills for success	Need minor improvement	Need significant improvement	Not relevant to role	% in need (minor + significant)
Flexible and Reflective Thinking					
Innovative thinking about missi	50%	41%	8%	1%	49%
Assess organizational shortcomi	29%	30%	22%	19%	52%
Continuous improvement	40%	48%	11%	1%	59%
Consider impact in community a	39%	42%	16%	3%	58%
Impactful ideas, environments,	29%	46%	22%	3%	68%
Anticipate problems/ opportuni	40%	47%	12%	1%	59%
Planning and Making Effective Decisions					
Short-term/ long-term planning	40%	47%	12%	1%	59%
Identify clear outcomes	42%	45%	12%	1%	57%
Evidence-based decision making	26%	48%	23%	3%	71%
Responsibility for decisions	60%	31%	6%	3%	37%
Decisional transparency	57%	37%	5%	1%	42%
Leading through Change					
Internal/ external support for cl	25%	51%	21%	3%	72%
Collaborate during change	42%	45%	13%		58%
Build community relationships	37%	39%	19%	5%	58%
Environment that encourages p	39%	43%	16%	2%	59%
Engaging, motivating, and inspiring					
Motivate individuals to contribu	41%	45%	11%	3%	56%
Environment of trust and integr	58%	36%	4%	2%	40%
Inspire others to think creativel	46%	44%	9%	1%	53%
Environment of active commun	49%	43%	7%	1%	50%
Constructive feedback	48%	43%	9%		52%
Cultural competency					
Awareness of diverse cultures a	56%	37%	6%	1%	43%
Foster an environment that resp	60%	33%	5%	2%	38%

ARCHIVES — PUBLIC FACING

	Have knowledge/ skills for success	Need minor improvement	Need significant improvement	Not relevant to role	% in need (minor + significant)
Patron Services and Access					
Respond to patron research needs	78%	17%	1%	4%	18%
Use online tools/ communities for user engagement	51%	37%	8%	4%	45%
Outreach services	34%	44%	11%	11%	55%
Opportunities for information, education, entertainment, lifel	30%	45%	13%	12%	58%
Needs, interests of patrons across lifespan	27%	42%	13%	18%	55%
Education and Training					
Educational/ training/ interpretation programs	37%	40%	10%	13%	50%
Public access technology	42%	34%	7%	17%	41%
Publications/ other information	46%	31%	8%	15%	39%
Patron training	47%	30%	6%	17%	36%
Community Relations and Outreach					
Demonstrate value of institution through evaluation	32%	41%	16%	11%	57%
Build support for institution	36%	37%	16%	11%	53%
Communication, marketing, promotion of institution	43%	35%	10%	12%	45%
Relationships with community orgs	39%	35%	11%	15%	46%

LIBRARIES — PUBLIC FACING

	Have knowledge/ skills for success	Need minor improvement	Need significant improvement	Not relevant to role	% in need (minor + significant)
Patron Services and Access					
Respond to patron research ne	65%	25%	4%	6%	29%
Use online tools/ communities	51%	36%	8%	5%	44%
Outreach services	27%	47%	16%	10%	63%
Opportunities for information,	34%	45%	12%	9%	57%
Needs, interests of patrons acr	29%	45%	11%	15%	56%
Education and Training					
Educational/ training/ interpret	40%	41%	11%	8%	52%
Public access technology	44%	35%	9%	12%	44%
Publications/ other information	38%	37%	13%	12%	50%
Patron training	45%	35%	8%	12%	43%
Community Relations and Outreach					
Demonstrate value of institutio	27%	46%	19%	8%	65%
Build support for institution	28%	44%	20%	7%	64%
Communication, marketing, pro	34%	42%	15%	9%	57%
Relationships with community c	33%	42%	15%	10%	57%

MUSEUMS/HISTORICAL SOCIETIES — PUBLIC FACING

	Have knowledge/ skills for success	Need minor improvement	Need significant improvement	Not relevant to role	% in need (minor + significant)
Patron Services and Access					
Respond to patron research nee	49%	29%	7%	14%	36%
Use online tools/ communities f	27%	37%	20%	16%	57%
Outreach services	19%	42%	19%	20%	61%
Opportunities for information, e	29%	40%	16%	15%	56%
Needs, interests of patrons acro	23%	41%	17%	19%	58%
Education and Training					
Educational/ training/ interpret	42%	31%	12%	15%	43%
Public access technology	16%	25%	15%	44%	40%
Publications/ other information	30%	37%	12%	21%	49%
Patron training	25%	30%	10%	35%	40%
Community Relations and Outreach					
Demonstrate value of institution	27%	40%	21%	12%	61%
Build support for institution	27%	43%	19%	11%	62%
Communication, marketing, pro	31%	39%	14%	16%	53%
Relationships with community c	38%	36%	14%	12%	50%

ARCHIVES — BASIC

	Have knowledge/ skills for success	Need minor improvement	Need significant improvement	Not relevant to role	% in need (minor + significant)
Research and Project Management					
Methodologies for research	64%	27%	6%	3%	33%
Technological platforms for research	55%	35%	7%	3%	42%
Project management principles	37%	47%	12%	4%	59%
Lead work teams	41%	40%	12%	7%	52%
Monitor/ adapt project progress	45%	42%	10%	3%	52%
Awareness of Professional Context					
Theoretical/ historical professional underpinnings	65%	29%	4%	2%	33%
Basic professional models of practice	67%	27%	5%	1%	32%
Relationships with allied professions	61%	30%	7%	2%	37%
Record-keeping	48%	39%	9%	4%	48%
Professional standards and best practices	66%	28%	5%	1%	33%
Professional ethics					
Draw on basic values and ethics of sector	83%	17%	0%	0%	17%
Laws, regulations, inst'l policies, ethical standards	66%	29%	4%	1%	33%
Culture of ethics/ accountability	57%	34%	9%	0%	43%
Communication and Collaboration					
Variety of communication methods	77%	20%	2%	1%	22%
Communicate effectively with diverse audiences	73%	25%	2%		27%
Situation- specific communication	51%	39%	9%	1%	48%
Develop relationships to achieve common goals	70%	27%	3%		30%
Work effectively in teams	66%	30%	3%	1%	33%
Manage org. politics, conflict, difficult coworkers	43%	44%	12%	1%	56%

LIBRARIES — BASIC

	Have knowledge/ skills for success	Need minor improvement	Need significant improvement	Not relevant to role	% in need (minor + significant)
Research and Project Management					
Methodologies for research	45%	36%	10%	9%	46%
Technological platforms for res	42%	37%	12%	9%	49%
Project management principles	29%	48%	17%	6%	65%
Lead work teams	35%	45%	12%	8%	57%
Monitor/ adapt project progres	34%	44%	16%	6%	60%
Awareness of Professional Context					
Theoretical/ historical professic	48%	39%	9%	4%	48%
Basic professional models of pr	53%	36%	9%	2%	45%
Relationships with allied profes	49%	38%	9%	4%	47%
Record-keeping	35%	43%	16%	6%	59%
Professional standards and bes	55%	38%	6%	1%	44%
Professional ethics					
Draw on basic values and ethics	74%	23%	2%	1%	25%
Laws, regulations, institutional	55%	38%	6%	1%	44%
Culture of ethics/ accountability	51%	40%	7%	2%	47%
Communication and Collaboration					
Variety of communication meth	71%	26%	2%	1%	28%
Communicate effectively with d	68%	29%	3%		32%
Situation-specific communicatio	46%	44%	10%		54%
Develop relationships to achiev	62%	34%	4%		38%
Work effectively in teams	59%	34%	6%	1%	40%
Manage organizational politics,	35%	46%	18%	1%	64%

MUSEUMS/HISTORICAL SOCIETIES — BASIC

	Have knowledge/ skills for success	Need minor improvement	Need significant improvement	Not relevant to role	% in need (minor + significant)
Research and Project Management					
Methodologies for research	44%	38%	13%	5%	51%
Technological platforms for rese	35%	40%	19%	6%	59%
Project management principles	35%	43%	18%	4%	61%
Lead work teams	41%	40%	15%	4%	55%
Monitor/ adapt project progres	41%	43%	14%	2%	57%
Awareness of Professional Context					
Theoretical/ historical professio	52%	34%	11%	3%	45%
Basic professional models of pra	56%	35%	7%	2%	42%
Relationships with allied profes	55%	34%	10%	1%	44%
Record-keeping	40%	40%	16%	4%	56%
Professional standards and best	62%	30%	7%	1%	37%
Professional ethics					
Draw on basic values and ethics	73%	20%	3%	4%	23%
Laws, regulations, institutional p	62%	30%	7%	1%	37%
Culture of ethics/ accountability	47%	39%	10%	4%	49%
Communication and Collaboration					
Variety of communication meth	70%	23%	5%	2%	28%
Communicate effectively with d	64%	31%	5%		36%
Situation- specific communicatio	40%	48%	11%	1%	59%
Develop relationships to achiev	67%	30%	3%		33%
Work effectively in teams	63%	32%	4%	1%	36%
Manage org. politics, conflict, di	35%	49%	15%	1%	64%

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