
SURVEY INTRODUCTION

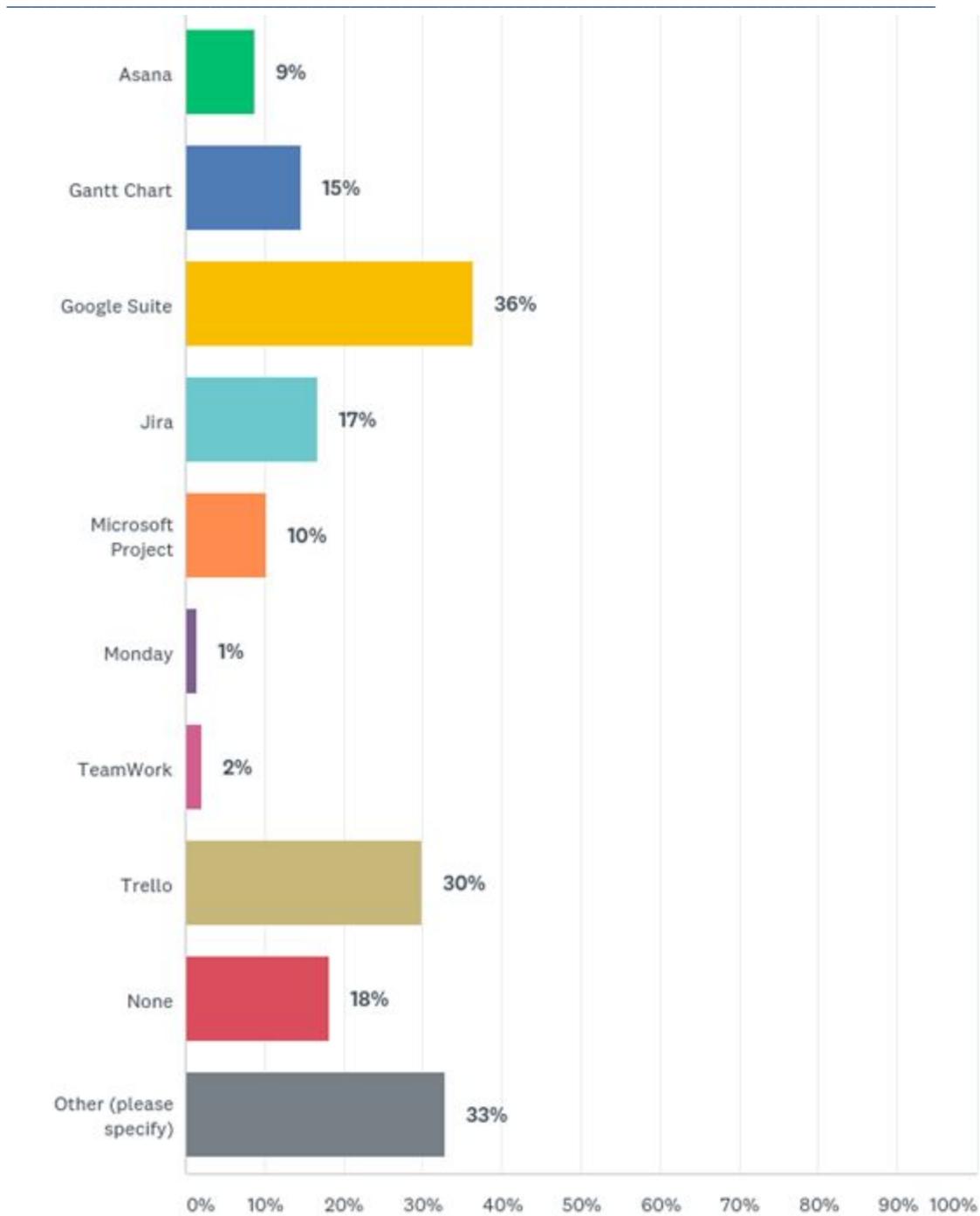
From the end of June 2020 to the end of July 2020, the Balboa Park Online Collaborative (BPOC), a 501 (c) (3) non-profit cultural heritage technology and business operations consultancy, conducted a GLAMs field wide study to assess current project management practices and skills in Galleries, Libraries, Archives, and Museums (GLAMs). This survey was made up of 18 questions that were designed to determine the current use of project management tools, methodologies, certifications, any challenges faced implementing project management processes, and whether or not survey respondents had access to project management professional development opportunities. From June to July, BPOC shared the survey across listservs for GLAMs, social media platforms (Facebook, Twitter, & LinkedIn), and other professional network groups and associations for museums and libraries. During this time, we received over 139 responses from individuals who have either recently worked in or are currently working in the GLAMs field. BPOC conducted this assessment in order to better understand both the needs of GLAMs organizations and individuals working in the field in regards to project management skills and processes. The responses to this survey will serve as guidance for future professional development workshops that BPOC has currently in development. BPOC is seeking to share these professional development opportunities through grant-funded activities in the near future.

THE RESULTS

Over half of responses (53%) came from individuals who currently or have recently worked in a museum. One fifth of responses (21%) came from individuals who currently or have recently worked in libraries, followed by archives (5%) and galleries (4%). Another 28 respondents indicated more specifically the organization they are affiliated with that did not fall under the provided categories. These responses included botanical gardens, theaters, aquariums, private foundations, universities, consultants, associations, and support organizations.

Within these institutions, 32% of respondents work in collections and research, 20% in technology, 14% in administration, 13% in exhibitions, and the rest a mixture of communications (7%), education (6%), development (2%), guest services (1%), and operations (1%). About 4% of respondents responded not applicable, possibly indicating that they are currently not working in a GLAMs institution at this time.

Over two-thirds (67%) of respondents said that there are no formal project management processes in their organization, and a third (33%) indicated that there are formal project management processes in their organization. Respondents were then asked to identify any project management tools that they utilize in their organization. The chart represents the various project management tools respondents are using in their organizations:



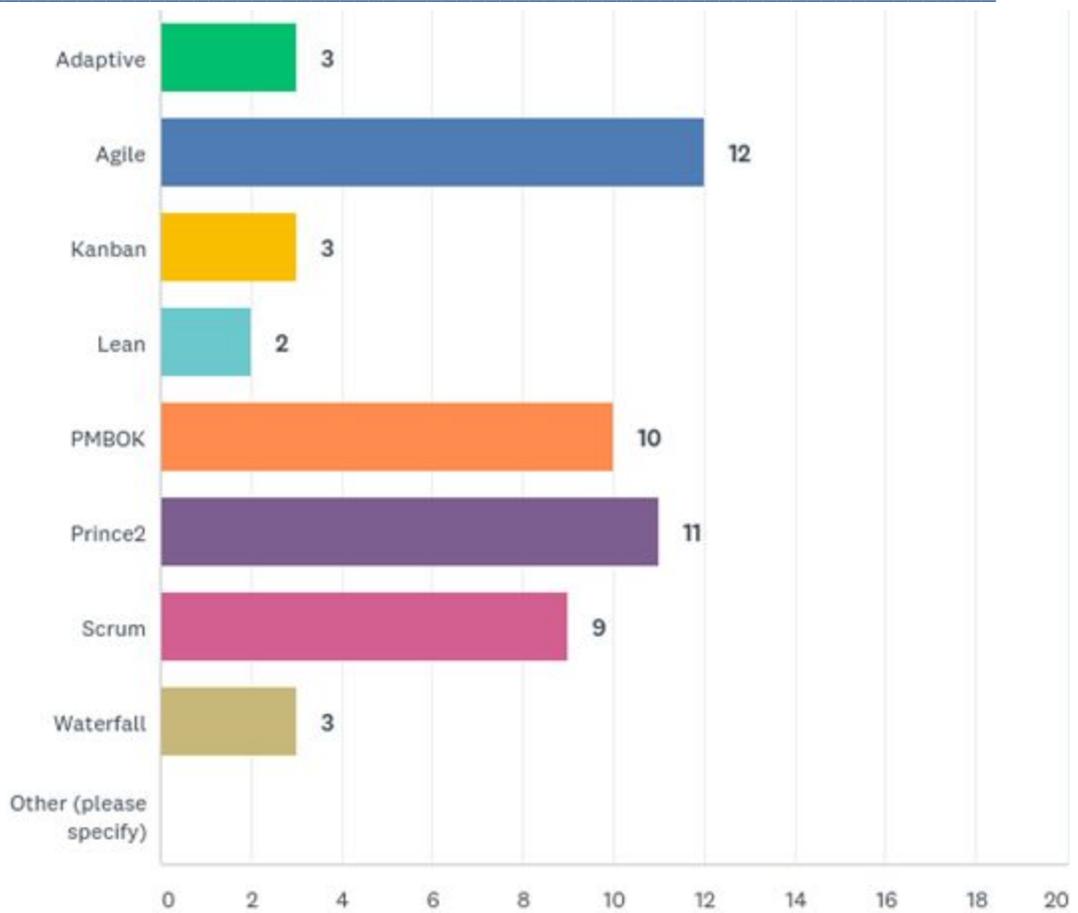
In addition to the selected tools above, respondents added that the following project tools are also used in their organization (the numbers next to products indicates the number of respondents that specifically named that tool):

- AirTable (4)
- Basecamp (7)
- Microsoft Teams (5)
- Microsoft Planner (4)
- Slack (4)
- Smartsheets (3)
- Github (2)
- Excel (3)
- Asana
- Microsoft TFS
- Microsoft Access customized templates

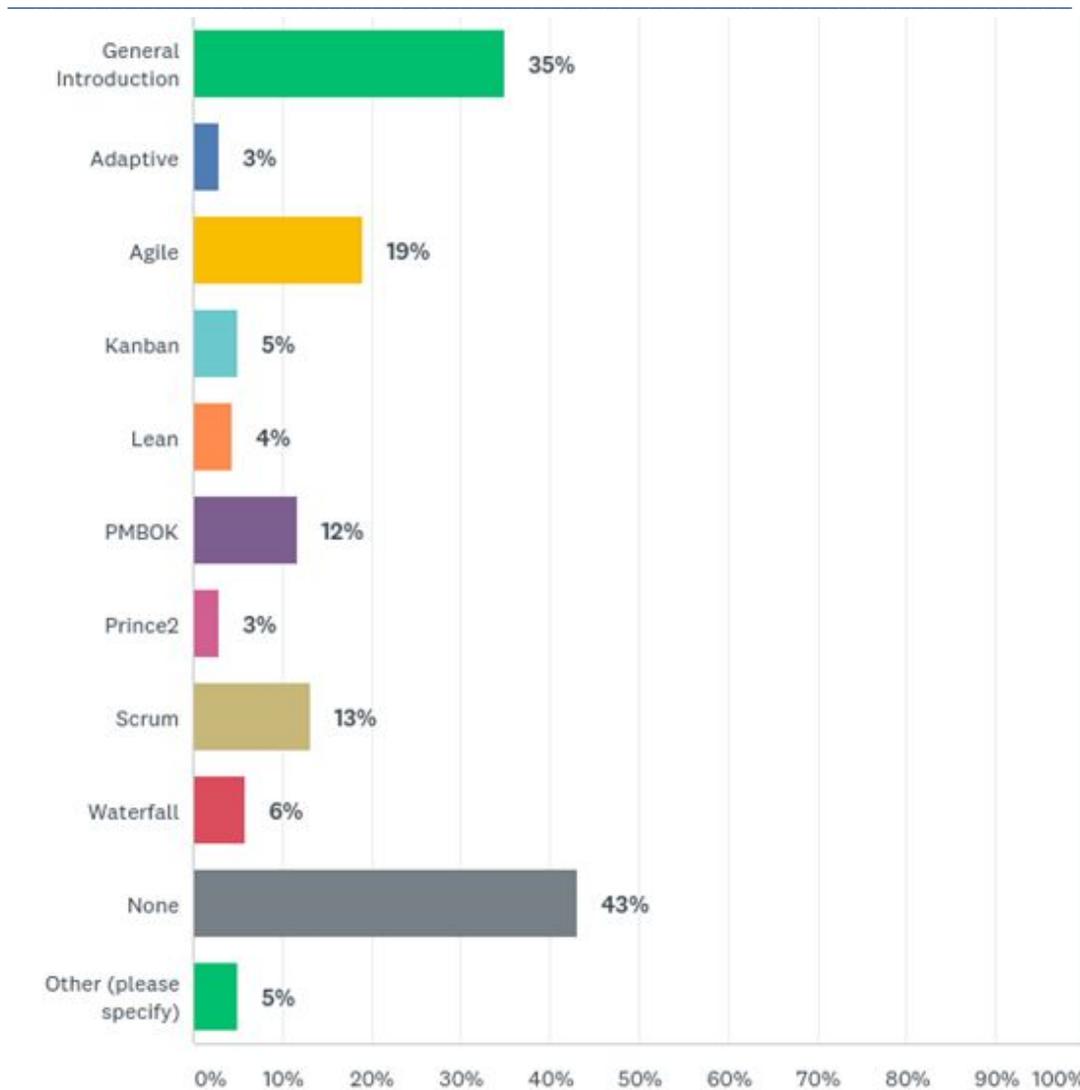
Two more unusual tools were also mentioned. These tools included email and WhatsApp

Next respondents were asked whether they had taken any courses or workshops regarding time management, resource allocation, or budgeting. Of 119 responses, 49% had taken a course or workshop on time management, 29% had taken a course or workshop on budgeting, 22% had taken a course or workshop on resource allocation, and 39% said this question was not applicable to them indicating they had not taken a course or workshop on any of those topics.

When respondents were asked if anyone in their organization was certified in project management, out of 135 responses, 60% of respondents said that no one in their organization was certified in project management. Another 16% said this question was not applicable to them, likely indicating that they are not currently working in a GLAMs institution or that there is no one at their organization certified in project management. The 24% of respondents that indicated which project management certification are held by staff at their organization is broken down into the following (the numbers represent the number of respondents who selected the methodology):



Survey respondents were then asked if they had ever taken project management specific courses or workshops and to list which ones they had taken. Out of 137 responses, 43% of respondents indicated that they had not taken any project management courses or workshops. 35% said they had taken a general introductory course or workshop on project management. The following chart shows the percent breakdown of project management methodologies that were selected:



The other project management courses or workshops that survey respondents added include:

- A project management course offered by the American Association for State and Local History
- DOS-based software package
- Trello
- PM course in a graduate program
- Self-taught with project management materials
- Course administered by a government organization

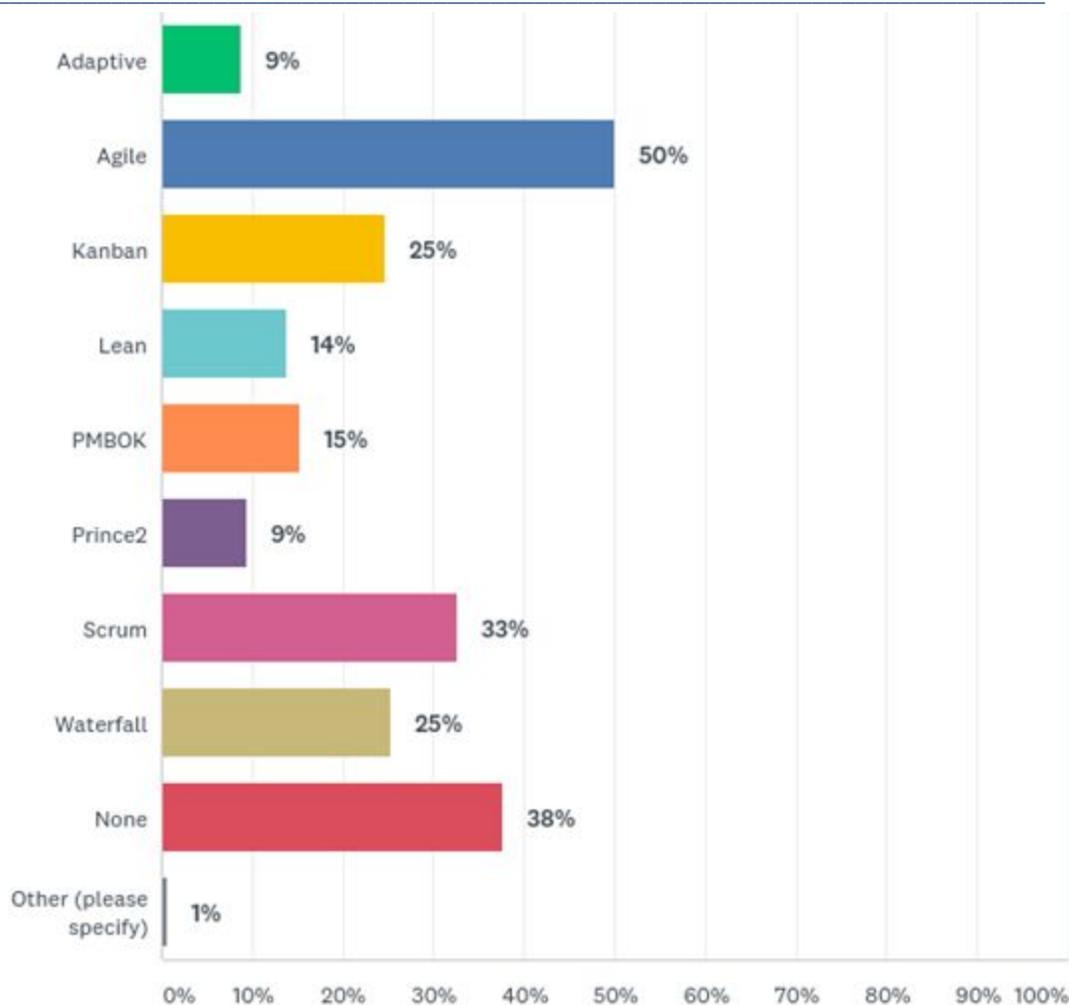
For those who attended courses and workshops on project management, we asked respondents to rate them. From 117 responses, 56% of responses indicated that this question was not applicable to them, but the other 44% rated the courses and workshops as the following:

- Not enough or too much detail: 13%
- Not relevant to my needs: 17%
- Needed more information about specific project management methodologies: 15%
- Needed more variety of examples related to projects in GLAMs: 24%

As respondents were asked if they had ever attended a project management course or workshop, they were also asked if they had access to project management professional opportunities or training materials. Out of 138 responses, 52% said that they do not have access and 48% said that they do have access to project management professional development opportunities or training materials.

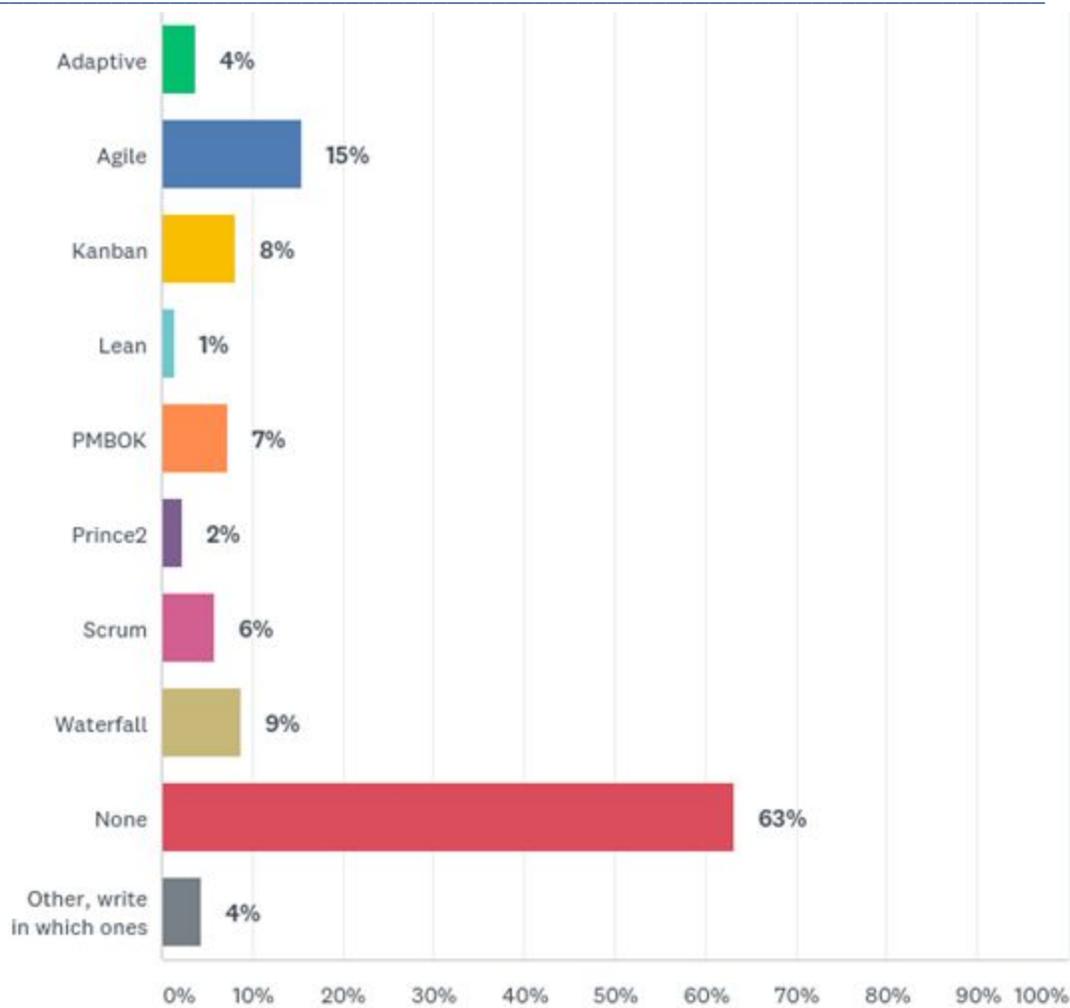
Then we asked if survey respondents had access to project management professional development opportunities within their organization. Of 138 responses, 66% said they did not have professional development opportunities, and 26% said they do. 8% of respondents said that it was not applicable to them.

Survey respondents were asked whether or not they were familiar with project management methodologies, and to select the ones that they are most familiar with. Out of 138 responses, 38% said that they are not familiar with any project management methodologies. The rest of respondents indicated their familiarity with the project management methodologies below, while one respondent noted another methodology developed by Tom DeMarco:

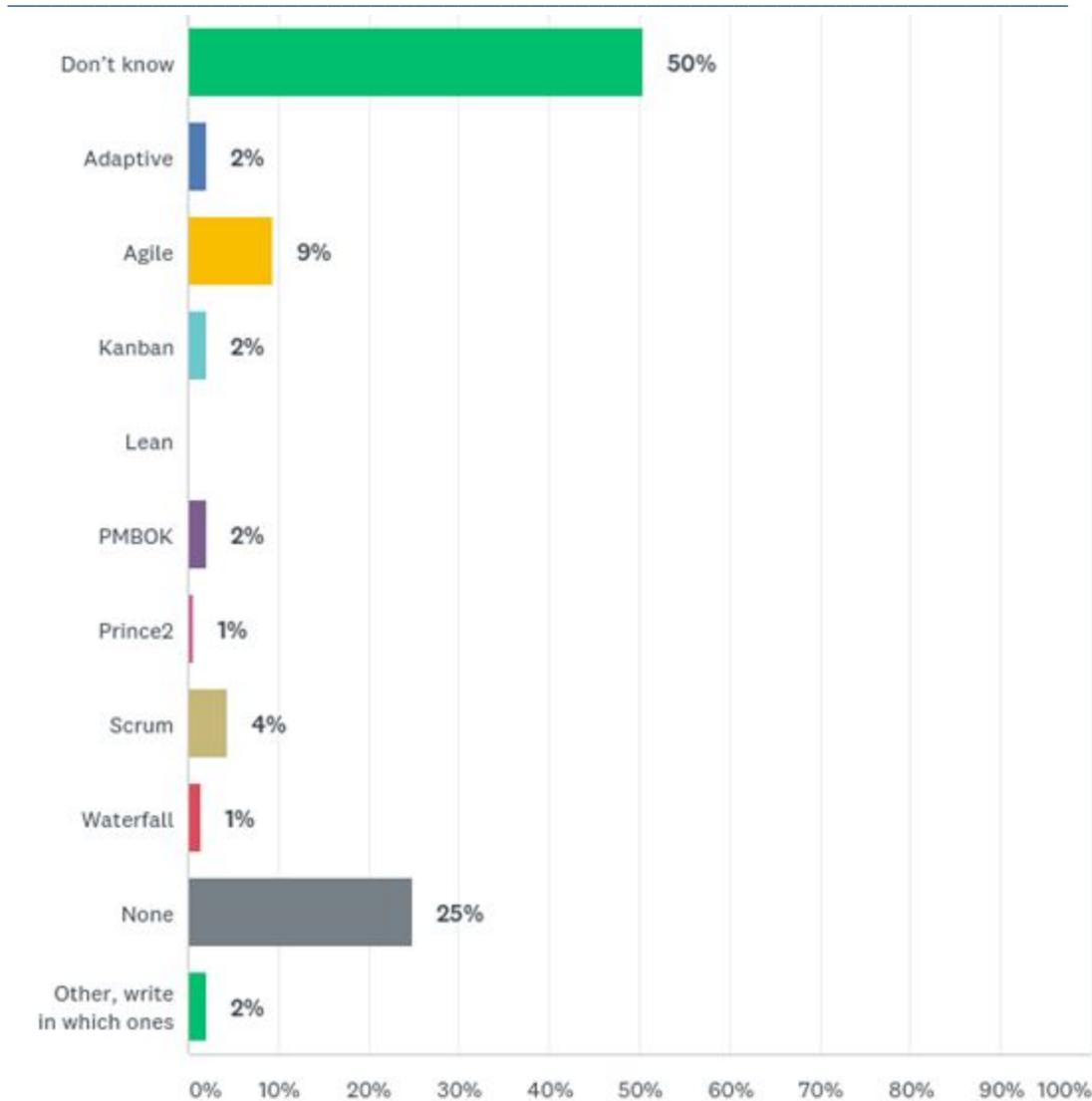


When asked if their organization was currently implementing any project management methodologies, of 136 responses, 61% of survey respondents said their organization is not implementing any project management methodologies, and 34% said that their organization is implementing them. 5% of respondents said that this was not applicable to them.

To understand which methodologies are being used in GLAMs organizations, respondents were asked which methodologies were currently being used if any. Out of 135 responses, 63% said they are using no project management methodologies. For the other 37% is respondents, they indicated the following methodologies are currently in use:



When asked if they had a project management methodology they preferred, out of 137 responses, 50% said they did not know, with another 25% indicating there are no methodologies they prefer. The rest of the responses indicated their preferences as the following:



Survey respondents were then asked in what ways they were implementing these project management methodologies. The responses to this question were quite detailed beyond the list provided by surveyors. Out of 119 survey respondents, 38% indicated it was not applicable to them, and 62% listed the following activities utilizing project management methodologies (percentage of responses is indicated in parenthesis):

- Accessioning a collection of objects: (9%)
- Developing a marketing campaign: (4%)
- Developing a new exhibition: (19%)
- Developing educational programming: (8%)
- Developing field trips, tours: (3%)

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- Developing and implementing a digital strategy: (19%)
 - Emergency preparedness: (6%)
 - Facility renovations: (6%)
 - HR training: (1%)
 - Inventorying a collection (new or old): 8%
 - IT support: (13%)
 - Implementing a new software application, platform or service: (26%)
 - Inventorying retail items in the gift shop: (2%)
 - Marketing plans: (6%)
 - Planning a digitization project: (16%)
 - Planning a fundraising campaign: (5%)
 - Processing donations: (3%)
 - Re-housing collections: (2%)
 - Writing a grant: (5%)
 - Other: (14%)
 - Technology plan
 - All initiatives that require staff time use project management
 - Software and web development
 - Administrative efficiency review and board development
 - Scheduling
 - Business support programs
 - Deaccessioning and reopening after COVID-19 closures
 - Entire organization operates in a project-based management system
 - Strategic and collections management planning
 - Preservation
 - Capital improvement projects

While it has become clear that project management processes are not comprehensively used throughout GLAMs operations, BPOC wanted to understand if there were any barriers preventing GLAM organizations from implementing project management methodologies. Out of 116 responses, 47% indicated that they have no time to invest in a new way of working, 36% noted leadership/management is not supportive, 13% says it costs too much, 12% don't see how it is sustainable, 9% don't see the value, and 28% listed other reasons.

Then survey respondents were asked on a scale of 1 to 10, how valuable they think GLAM-tailored project management training and resources would be (1 being not valuable, 5 being somewhat valuable, and 10 being very valuable). Out of 133 responses, 30% of responses rated GLAM-tailored project management training and resources a 10. 51% of responses rated its value between 6 and 9, 10% said they are somewhat valuable, 4% said it is not valuable, and 6% rated it less than somewhat valuable between 4 and 2.

In our final survey question, BPOC asked survey respondents if they had any comments they would like to add regarding project management in GLAMs (Galleries, Libraries, Archives, Museums). We received 34 responses to this question with a great range of feedback. Interestingly, several survey respondents were unfamiliar with the term GLAMs leading BPOC to revise several survey questions to include an explanation of the acronym.

The responses to this survey demonstrate there is not only a need, but also a growing interest in project management processes used outside the GLAMs field. While rigid implementation of specific project management methodologies would not work well for every institution, knowledge around the key aspects of project management and various project management processes is highly needed. There is great value to incorporating project management into GLAMs operations as noted by survey respondents. Project management can streamline and make processes more efficient, freeing up staff time for other projects, and even help with board relationship management by getting the institution's board involved in the project planning process as noted by one survey participant.

Project management processes would need to be tailored to the needs of the institution based on its staff size and discipline, and have buy-in from staff across the institution. The responses from GLAMs professionals highlighted that their institutions don't understand the value of project management; staff are resistant to change, lack collaborative skills, or don't view their work as project management; lack of time or ability to take the time to stop work to review processes and implement changes is distressing; the costs for project management professional development are prohibitive; staff are not empowered to take on project management roles, or are not trained in project management; departments are siloed and don't agree or follow a preferred methodology. Additionally, GLAMs professionals were skeptical about getting staff including leadership or management on board with adopting project management methodologies, and that they are unsure of where to even begin in the process of adopting and implementing new project management processes. With this evidenced interest and need in the field, a gap has been identified that will need to be addressed in order for GLAM institutions to maintain successful operations and completion of projects.