

**Appendix 1:** Interview questions for a study concerning succession planning in Canadian hospital pharmacy.

Do you feel that leaders are born, or are they made?

Does your organization have some type of succession planning program in place, and if so, what does it look like?

What is the value of leadership experience in selecting a successor?

Do you feel the responsibility of succession planning belongs to current leader(s), or the human resources department?

What positions do you perceive to be the most appropriate for succession planning activities?

What are the most prevalent factors in terms of those used to identify future leaders?

What are the hospital pharmacy specific factors in relation to succession planning?

Of all the things we discussed, what do you feel is the most important?

Do you have any suggested questions we should be asking [in the survey]?

**Appendix 2 (part 1 of 2):** Survey questions for a study concerning succession planning in Canadian hospital pharmacy.

Do you feel that leaders are born, or are they made?

- Leaders are born
- Leaders are made
- Leaders are a combination of both natural and acquired talent

If desired, provide the rationale for your response to this question.

Please complete this statement: When selecting a successor, on a scale (1 to 6), them having leadership experience is:

- 1 – not required
- 2
- 3
- 4
- 5
- 6 – required
- Can't assess/don't know

Does your organization have in place a succession planning program for the pharmacy department?

- Yes
- No
- I don't know

Is it mandatory or voluntary?

- Yes
- No
- I don't know

Is oversight external or internal to the pharmacy department?

- External
- Internal
- I don't know

In your opinion, with whom does the primary responsibility of succession planning rest?

- Current pharmacy leader(s) should lead the process; the human resources department may support
- Human resources department should lead the process; the current pharmacy leader(s) may support
- Other, \_\_\_\_\_

Please provide rationale for your response above.

Of the following hospital pharmacist roles or positions, to what level do you agree or disagree with the statement "this position requires a succession plan"? ('Strongly agree', 'Agree', 'Neutral', 'Disagree', 'Strongly disagree', 'Cannot assess')

- Director, or similar title (for example, Chief of Pharmacy, Executive Director)
- Manager
- Clinical Coordinator/Supervision, or similar title (for example, Senior Pharmacist)
- Staff Pharmacist

Please rank the importance of the following factors that may be used in selecting a successor. Rank for '1 – most important' to '6 – least important'.

- Attitude
- Clinical competency
- Existing/potential friendship
- Leadership competency
- Political connection
- Work ethic

**Appendix 2 (part 2 of 2):** Survey questions for a study concerning succession planning in Canadian hospital pharmacy.

What are the main barriers to successful succession planning in hospital pharmacy? (Select all that apply)

- Concerns a developing successor will leave
- Cursory approach to formal succession plans
- Factors external to the workplace (for example, family/parental leave)
- Lack of career ladder positions
- Lack of formal succession plans
- Lack of opportunities to assess or develop competencies (in other words, leadership competencies) in the pool of potential successors
- Lack of succession plan implementation
- Uncertainty of future organizational structure
- Unionized environment, whereby seniority is often prioritized over performance
- Other, \_\_\_\_\_

What are key enablers/facilitators for successful succession planning in hospital pharmacy?

In your opinion, how common are succession plans in hospital pharmacy departments across Canada?

- Always
- Very common
- Somewhat common
- Neither common nor uncommon
- Somewhat rare
- Very rare
- Never

Did you arrive at your current position via a succession plan?

- Yes
- No
- I don't know

Are you currently an identified successor for another position?

- Yes
- No
- I don't know

Do you feel you need a successor for your position? Why or why not?

- Yes
- No
- Can't assess/don't know

Do you have a successor for your current position?

- Yes
- No
- I don't know

Any other succession planning matters you would like to share?