

**THE EFFECTIVENESS OF SUCCESSION PLANNING IN
ORGANIZATIONAL RECRUITMENT AND REPLACEMENT
AT PO-PSM'S**

**By
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**A Dissertation Submitted in partial fulfillment of the Requirement for the
Award of the Degree of Master of Science in Human Resources Management of
Mzumbe University**

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CERTIFICATION

The undersigned certified that he has read and hereby recommends for acceptance by the Mzumbe University: **The Effectiveness of Succession Planning in Organizational Recruitment and Replacement at PO-PSM'S**, in fulfillment of the requirements for the award of the **Degree of Master of Science in Human Resources Management of Mzumbe University**

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DEDICATION

This dissertation is dedicated to almighty God who guided me throughout this Research and in all days of my life. Also it is dedicated to my lovely wife Ursula, my children Judith, Mary, Francis and Paschal without forgetting My Brothers and Sisters for their tireless assistance of material and moral support they were giving me from the beginning up to the end of my studies.

ABBREVIATION

CEO	-	Chief Executive Officer
HR	-	Human Resource
KM	-	Knowledge management
PO-PSM'S	-	President's Office, Public Service Management
SOPs	-	Standard Operating Procedures
SP	-	Succession Planning
SP&M	-	Succession Planning and Management

ABSTRACT

Succession planning refers to a wide variety of activities that involve planning for key transitions in leadership within organizations. The issue of succession plan in Tanzania is critical because this issue not only leads to controversy between employer and employees in the organization economy, but also, if not well managed, it may result into poor performance and later strikes and lockouts and this may disturb the organization and country economy in general. The main objective of this research was, therefore, to evaluate the effectiveness of succession planning in organizational recruitment and replacement at PO-PSM'S. More specifically, the study dealt with the following objectives: to assess the current succession planning practice at PO-PSM'S; to explore and understanding the effectiveness of succession planning, at PO-PSM'S; to assess individuals' perception on the effectiveness of succession planning practice and process, at PO-PSM'S.

This study used case study design, where both qualitative and quantitative approaches were used. The study also used purposive sampling where 30 human resource executives were selected in the population of 300 employees of PO-PSM'S. Semi-structured interviews and questionnaires were used to collect data.

In the results, it was observed that this organization effectively integrates leadership development and succession planning systems by fully utilizing managerial personnel in developing the organization's mentor network, identifying and codifying high potential employees, developing high potentials via project-based learning experiences and manager-facilitated workshops, establishing a flexible and fluid succession planning process, creating organization-wide forums for exposing high potential employees to multiple stakeholders, and establishing a supportive organizational culture.

This study recommends that PO-PSM'S Management should improve their business strategy, the skills development, and succession planning.

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CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter starts by presenting introduction, a background of the selected topic of this thesis, statement of the problem and Research Objectives. At the end of this discussion the research questions are formulated and the main purpose of this thesis is established. That is relevant in the field of human resource and necessary to facilitate a comprehensive analysis and understanding of the project question. A broader definition of succession plan is also given and the significance of the research is also explained.

1.1 Background of the Succession Planning

Succession Planning is such a complex phenomenon that it is very difficult to define and differentiate collectively. In this study, succession planning can be defined as a general process of preparing to hand over control. Specifically, business succession planning is the process of preparing to hand over control of the business to others in a way that is the least disruptive to the business's operations and value.

‘Succession planning’ has been used to describe a wide variety of activities that involve planning for key transitions in leadership within organizations (Garman & Glawe, 2004). The term succession planning has traditionally referred to planning for leadership continuity at the CEO level, but today succession planning provides for leadership continuity at all levels (Cooke, 1995). In recent years, succession planning has been practiced more routinely and systematically in many of larger organizations (Rioux & Bernthal, 1999) and at levels far below senior leadership.

Succession planning is the process of pinpointing the key need for intellectual talent and leadership throughout the organization over time and preparing individuals for present and future work responsibilities needed by the organization (Rothwell, 2005a). It has been defined as a means of identifying critical management positions,

starting at the level of project manager and supervisor and extending upward to the highest positions in the organization. Succession planning also describes management positions to provide maximum flexibility in lateral management moves and to ensure that as individuals achieve greater seniority, their management skills will broaden and become more generalized in relation to total organizational objectives rather than purely departmental objectives (Carter, 1986).

Denton and Tromp (1991:17) write in this regard that formal succession planning can contribute to the identification of manpower shortages/needs, promotability indices, development needs, career path planning as well as promotion blocks.

Succession planning is a process designed to ensure the continued effective performance of an organization by making provision for the development and replacement of key people over time. This last clause of this succession planning definition is the reason why having a formal, written succession plan is so important. (www.cs.state.ny.us/successionplanning.com 12.09.2013).

The study of organizations and strategic behaviors is a young science and “succession” topics have only become popular in the last two decades due to highly public and disastrous leadership transitions at successful companies like General Motors (Robert Stempel), AT&T (Robert Allen) and Eastman Kodak (Kay Whitman) (Charan, 1999). The potential for leadership disasters appears to be inevitable for those who are unprepared. Rapid changes in operations, business processes, and information based work, and portfolio diversification from mergers and acquisitions challenge the ability of top management to guide their companies and train the visionaries that will take over in the future. The transfer of “how to get work done” processes is being lost with the aging and retirement of senior management and the mobility of the younger workforce. Leadership is in crisis (Rothwell, 2001).

Succession planning and learning are part of the same talent family. More Organizations should explore ways to integrate and automate these key functions. It

is more likely to gain the active and positive support of people you work with if able to show a clear and realistic plan (Parsloe, 1995; Anderson, 2007).

Succession management has become an important talent management initiative at companies around the world. For some companies, succession management is a strategic process that minimizes leadership gaps for critical positions and provides opportunities for top talent to develop the skills necessary for future roles. With other companies, succession management is a constant struggle, viewed as an administrative exercise rather than as a competitive advantage. In strong economic times, it is easier to ignore deficiencies in the succession management process but in the current economic downturn, the need to identify and develop top talent for critical roles has never been more important.

McCarter and Schreyer (2000) state that one of the primary needs of the manager is to have the ability to develop his or her employees: to be a teacher, trainer, and coach; to provide realistic feedback on performance; and to provide support. According to Weiss (2003) and Bain (1995) succession planning seeks development opportunities for people and ensures that the right cover is in place and that the right development plans prepare people in the right way.

1.2 Background of the organization under the study (PO-PSM'S)

The President's Office, Public Service Management (PO-PSM'S) is a Ministry under President's Office. Its chief executive and accounting officer is the Permanent Secretary, who has a workforce of about 300 employees. Formerly known as the Civil Service Department, it was transformed into President's Office, Public Service Management (PO-PSM'S) in the year 2003 to conform to the newly enacted Public Service Act No. 8 of 2002. Along with the transformation, opportunity was taken to accommodate efficiency and effectiveness considerations in the Management of the Public Service, in particular implementation of the on-going Public Service Reforms and in provision of its services.

PO-PSM'S role is to assist the Head of the Public Service (the Chief Secretary) in matters of personnel and administration pertaining to Public Service in the entire government system. According to the Presidential Order of 1993 on Ministerial Responsibilities, the specific functions of PO-PSM'S embrace:

President's Office, Public Service Management (PO-PSM'S) continues to focus on attracting, developing and retaining staff, raising skills levels and addressing growth opportunities. This is done by setting challenging targets and measures for staff, providing regular, clear and constructive feedback, and encouraging innovation and new ideas. As well as recognising that a motivated, skilled workforce with high levels of engagement result in improved business success – and this is vital to achieve (PO-PSM'S) mandate and aspirations. (PO-PSM'S Annual Report 2005-2006).

The (PO-PSM'S) Governance Framework details the structures and processes to facilitate and monitor effective management of the organisation, including mechanisms to ensure legal compliance and prevent improper or unlawful behaviour. The framework supports enhanced organisational performance while ensuring balance and alignment with conformance requirements ((PO-PSM'S Annual Report 2005- 2006).

At the President's Office, Public Service Management (PO-PSM'S) the performance index has increased. In addition the contribution resulting from strong economic growth, revenue collections have been fuelled by a number of factors such as effective administrative, legislative interventions and human right compliance. All this has a direct impact on effectiveness of succession planning within (PO-PSM'S). Effective succession planning is needed to ensure that the needed skills are in place to sustain the effective performance observed of the past decade. (Leolo 2007)

As we embark on the 21st century, the world is on the verge of experiencing a leadership crisis coupled with a global aging crisis the most recent trends in the private and public sectors have been to downsize or “right” size and be more efficient with fewer resources. This means that even government must choose their successors and future leaders from an ever-shrinking talent pool (Buzzotta & Lefton, 1997).

As workers begin to retire or exit, organizations also need to be concerned about the potential loss of critical institutional knowledge. Knowledge management (KM), defined for this study as any effort focused on the capture and maintenance of institutional knowledge, can often be confusing especially given the overlap of tacit and explicit knowledge management and its interchange with sub-dimensions of KM, such as records or document management, which are often also pursued as technology exercises. (Ernst & Young 2007)

Organizations that do a good job of succession planning and talent development will be ahead of the graying curve and on the way to higher retention rates, higher productivity and higher employee satisfaction, creating significant future financial and non-financial returns.

In the 1980’s many studies centered on CEO succession practices and attendant issues; in those days, succession planning/replacement planning was the conventional term (Carnazza, 1982). In the 1990s, succession planning expanded its focus from CEOs alone to include executives and other key positions. At the beginning of the 21st century, succession planning and management include a much broader spectrum of positions.

Several studies have attempted to reveal the value of succession planning and management using various sources of data. For example, Friedman (1984) investigated succession planning in relation to its financial performance. Zajac

(1990) studied the effects of succession planning on a firm's financial performance. Huang (2001) analyzed the effect of succession planning on human resource outcomes. Recently, two studies considered succession planning in its effect on firm's learning capability (Hunte-Cox, 2004) and investor's reaction (Shen & Cannella, 2003). Some of this research shows the significant value of succession planning and management but some has failed to demonstrate significance (Huang, 2001; Shen & Cannella, 2003). The differences are probably due to the methodology (inconsistent measurement) or contradictory results (Kesner & Sebra, 1994). In either case, the evaluation of succession planning needs a model or approach that may act as an effective guide on both the process and how to measure its value.

Succession planning recognizes that some jobs are the lifeblood of the organization and too critical to be left vacant or filled by any but the best qualified persons. Effectively done, succession planning is critical to mission success and creates an effective process for recognizing, developing, and retaining top leadership talent.

Just as important as making succession planning part of an overall talent management strategy is linking it to the organization's strategy and goals. The organization must first be clear about its vision for the future and the leadership and skills that vision will require. Without these essential foundations, succession planning programs will not achieve their desired results.

Many organizations, public and private, look at succession planning as an annual event in which they put senior managers in a room to talk about everyone in the organization who has the potential to be brought into their ranks. This has been the traditional model for succession planning handpicking successors that have been groomed for particular positions. The approach has been less common in the public sector, given personnel system constraints. Still, it has perils for all organizations that use it.

Global aging and its impact on the workforce, economy and society are now being carefully examined by the United States, Japan and European countries, as these countries' demographics of rising longevity and falling fertility will have a tremendous impact on the world economy the same to third world countries Tanzania in particular.

Organizations should be cautious not to consider the aging workforce in a vacuum but rather in the context of annual turnover, potential or likely demographic changes and other circumstances that may impact the organization and its employees. Some organizations may never experience a rapid personnel loss through retirements, especially with some baby boomers working longer to build pensions or prepare for retirement. However, a shift in jurisdiction population could lead to fewer qualified candidates for those vacancies left by regular turnover. (Ernst & Young 2007)

In Tanzania perspective establishing standard operating procedures (SOPs) and documenting policies and procedures is a common response because many organizations still lack documented policies, procedures and related manuals. Other strategies focused on records management such as document imaging systems and centralized archives. Organizations are dealing with higher scrutiny on record keeping often due to new regulations. Records management, including archiving and established policies for the maintenance and disposal of documents, has also become increasingly important.

1.3 Statement of the problem

The term "succession planning" has been used to describe a wide variety of activities that involve planning for key transitions in leadership within organizations (Garman & Glawe, 2004). Recently, succession planning and management have become very popular topics in the human resource management and development field. HR researchers and practitioners are continually looking for ways to start or improve talent management programs, to determine what to focus on in these types of programs, and how to do it correctly (Bucher & Kelly, 2005).

With new human resource (HR) policies and procedures introduced since 2003 (PO-PSM'S) has come a long way in terms of its historical background. (PO-PSM'S) has also made major strides with the transformation, opportunity was taken to accommodate efficient and effective considerations in the Management of the Public Service, in particular implementation of the on-going Public Service Reforms and in provision of its services. To ensure that (PO-PSM'S) continues to accommodate efficiency and effectiveness, considerations in the Management of the Public Service, and the implementation of the on-going Public Service Reforms and in provision of its services in the future, (PO-PSM'S) has to ensure that succession planning is addressed.

The issue of Succession plan in Tanzania is critical and has not been well documented, this is because this issue not only leads to controversy between employer and employees in the organization economy, but also, if not well managed, it may result into poor performance and later strikes and lockouts and this may disturb the organization and country economy in general. Therefore, this study addressed this issue by evaluating the factors that affect succession plan in Public Organization in Tanzania and used PO-PSM'S as a case study.

1.4 General Objective of the Study

The overall objective of this study was to investigate the effectiveness of succession planning in organizational recruitment and replacement, using the case of PO-PSM.

1.5 The specific objectives of the study were:

More specifically, the study dealt with the following objectives:

- i. To assess the current succession planning practice at PO-PSM'S
- ii. To explore the effectiveness of succession planning, at PO-PSM'S

- iii. To assess individuals' perception on the effectiveness of succession planning practice and process, at PO-PSM'S

1.6 The research questions:

- i. What is the current succession planning practice the organisation uses to ensure successors are available to fill critical positions?
- ii. How effective is the succession planning, at PO-PSM'S?
- iii. How do individuals perceive the effectiveness of succession planning practice and process at PO-PSM'S?

1.7 Significance of the Study

The research study has its potential to policy makers, researchers, Students in the collages and to the Organization specifically Managers likewise general contribution to the knowledge as a result of filling the discovered research gap and to the society at large as follow:

The study is beneficial to the organization, the researcher and community as a whole. Basing on the findings which are the outcomes of the study, management and other stakeholders were to understand the implementation of succession plan programs and the possible solution that can be valuable in decision making.

The research is also helping other professional and student in the field of Human Resource, to have practical knowledge so as to gain practical experiences through comparison between theoretical aspects and empirical practice in the professional field of Human Resource.

The study enables the researcher in partial fulfillment of Masters Degree in Human Resource Management.

The study provides the initial topic to be studied in other studies on the other causes that might result to good practice of employee succession planning programs.

Finally after the study, the organization is advice to develop a strategy that will enable its Human Resource department to work efficiently and pave the ways of managing employee Succession Planning programs in the organization.

1.8 Conceptual Framework of Succession Planning

This research expands on the practical ideal type conceptual framework for succession planning developed by Sharon Ley (2002). According to Patricia Shields, “practical ideal types provide benchmarks with which to understand (and improve) reality” (1998). In this case, the practical ideal type outlines the ideal elements with which all succession planning models should be based.¹ This research compares the current succession planning practices utilized at the (PO-PSM’S) to those of the practical ideal type in order to make recommendations for improvement. (Sharon Ley (2002)

Based on a review of the existing literature and the elements of successful succession plan as identified by Sharon Ley (2002), the conceptual framework of this paper consists of the following categories:

Top management support, needs driven assessment, provide formal professional development opportunities, focused on individual attention, dedicated responsibility, extends to all levels of organization and part of strategic plan of the organization.

1.9 Conceptual background

While turnover is an inevitable factor that all agencies face, succession planning provides a method of ensuring that turnover does not prove detrimental to the organization. According to Human Resource reports at the (PO-PSM’S), fifteen to eighteen percent of employees in government agencies are slated to retire within the next three years, many of whom serve in management and key strategic positions for

their respective agencies. These employees retain a wealth of knowledge gained through years of experience. “Clearly, this poses a potential threat to the continuity of corporate knowledge, experience and innovation in agencies”. Succession planning is a method of grooming less tenured staff to ensure the “availability of a supply of capable staff who are ready to assume key or critical positions” (Podger, 2003)

Theoretical benefits of succession planning include the following. First, succession planning may reduce the organizational turbulence associated with leadership change (Cannella & Lubatkin, 1993; Vancil, 1987). Second, the successors can obtain on-the-job training (Ocasio, 1999) by having access to the tasks of the higher executives even before assuming the position. Thus, the firm's performance risk resulting from a new senior executive's lack of context-specific skills may be reduced (Harris & Helfat, 1997). Third, appointing an heir apparent signals stability to stakeholders because the succession process is under control (Cannella & Lubatkin, 1993). Finally, the presence of an heir apparent also provides insurance should something unexpected happen to the incumbent executives (Vancil, 1987).

1.10 Scope, Limitation and Delimitation

The scope of this study was PO-PSM’S managed leader, career level administrators, and organization directors. It included relatively small number of executives and from a single industry, which may limit the overall utility of the findings. Financial position and time limit also is the one of the big challenges which hinders effective research. The generalisability to the broader context of all state government is possible but difficult possible because of the census approach. While there may be some applicability to other states government in terms of methods and general perception held by civil servants, the population surveyed was all from PO-PSM’S. The limitations to determine causes and effect within survey research are for their confounded by the very role of survey research.

Additional consideration is provided for research bias as an employee of the PO-PSM’S. Attempts to reduce the role of any employee bias during the development

and administration of the survey occurred as a part of the study, but served as a potential limitation to the study. The effort to reduce the bias included peer review of the instrument prior to the pilot test by non-government participants. Other threat to internal validity were primarily addressed using a single survey instrument within this study that also served as a delimitation.

To focus the study, the research was narrowed to examine a single case. A case study is employed when a researcher is trying to investigate a phenomenon and provide understanding of what occurred in a bounded system (Merriam, 2009). In order to gain understanding of the specific phenomenon, this study was limited to individuals who had first-hand knowledge of or a relationship with, PO-PSM'S leading up to, during, and after the succession. This included employees, executives as well as board members. Each person was over the age of 18.

1.11 Conclusion

This chapter has given the background to the problem concerning the effectiveness of succession planning in organizational recruitment and replacement at PO-PSM'S. In this chapter, the problem was formulated and objectives stated. This chapter also showed the research questions and the significance of the study. Finally, this chapter provided the conceptual framework that was adopted by the study.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

In this chapter a researcher showed how research topic relates with the previously definition, theories and contribution of other researchers to assess the effectiveness of succession plan programs and take them into account by justifying the researcher's arguments through clear referencing to various works, in order to enable readers to find out the original work cited.

Rothwell (2005) warns that organizations need to plan for talent to assume key leadership positions or backup positions on a temporary or permanent basis. Succession planning and management is the process that helps ensure the stability of the tenure of personnel. Rothwell (2005) further states that succession planning should not stand alone. It should be paired with succession management, which assumes a more dynamic business environment.

2.1 Definition of the Terms

If we look at the literature on organizational Succession planning, different authors and researchers have defined and differentiated 'Succession plans in organization differently. We can classify these diverse and different 'point of view'. This categorization is very important to clearly understand Succession planning, as, in the literature, Succession plans has been discussed by different authors in parts and according to their own study. The purpose is to describe, according to the best of my knowledge, an overall picture of 'what is Succession plans' making the existing literature as a base.

A review of literature shows that there is no much research carried out in Tanzania to address Succession plan programs in an organization. Therefore the researcher designed the study to investigate the causes/factors that contribute to poor implementation of the Succession plan programs in public organizations.

Every CEO and HR professional in today's competitive economy faces two harsh realities in securing a high performing workforce: "the retirement of the Baby Boomers" and "the tightening of the labor market." The message is undeniably clear: organizations need to develop their talent in order to compete in a global market. Although one would assume that every organization would be a champion of succession planning-revamping their process and adopting new ways to fill talent pipelines few organizations know how to do it right. Companies still struggle with creating a formal process aimed at identifying, developing and retaining high potential people within the organization.

Despite this discrepancy between what organizations want to do and what they actually do, the future is not so bleak. The majority of organizations, particularly forward looking companies, are implementing or planning to implement a formalized succession planning process. A formal process involves a way to identify, assess and develop leadership candidates to potentially succeed current leaders in order to ensure business continuity. Sounds like a simple concept but in reality, succession planning will not happen overnight. It takes time, commitment and involvement from every employee from the CEO, to HR professionals to front line managers.

Contrary to popular belief, succession planning is not a new phenomenon. Companies have been wrestling with ways to identify, develop, and retain their talent for decades. So, why is succession planning suddenly popping up on every company's radar screen? Today's organizations are facing higher demands in a global market with the retirement of the Baby Boomers and the widening talent gap. The home-grown and paper-based succession planning that companies relied on in the past is no longer meeting the needs of today's workforce. Companies need to upgrade and redefine their succession planning initiatives to ensure that their process will benefit both the individual and the overall strategy of the company.

Succession planning is a valuable management tool for creating a plan to move high potential people into the higher levels of the organization. Management development

today is a top priority for any organization that wants to stay in business (Margerison, 1991). Newell (2002: preface) states that organizations can no longer afford to waste 'people talent' if they are to remain competitive into the next century. Through succession planning the active and positive support of people can be gained (Parsloe, 1995; Anderson, 2007). The primary need of the manager is to have the ability to develop his or her employees. (McCarter and Schreyer, 2000) Correct succession planning in an organization will reduce the need to bring in new talent and therefore reduces the expense of recruiting (Rollins, G. 2003).

Effective succession planning is the heart of leadership development and an essential business strategy because it enhances the ability to achieve orderly transitions and maintain productivity levels (Bolton & Roy, 2004; Redman, 2003; Redman, 2006). A formal succession planning program demonstrates a commitment to career development and professional advancement and is a powerful employee-retention strategy (Bolton & Roy, 2004). The management literature suggests good organizational performance tends to lead to a relay succession, in which a new leader comes from within the organization, while poor organizational performance tends to discourage it (Zhang & Rajagopalan, 2004).

Managing an organization or a company's risk should be at all levels. What happens when a key player in a company goes down? Who takes over? Succession planning is often viewed as a compliance issue rather than a genuine threat to business (Mammatt, J and Ernest and Young 2007). A primary component of good corporate governance is allocating sufficient resources to address succession planning. The visible succession planning at board level is a definite morale boosting factor throughout any organization. The failure to plan for succession particularly at board level is one of the most frequent causes of the rapid demise of organizations (Mammatt et al 2007)

According to Mammatt et al it is necessary to build a sustainable pipeline of potential successors due to factors such as the skills shortage that is plaguing the

organizations. Therefore organizations have to create a pool of candidates with high leadership potential. In a study by Aberdeen Group (2007), it was revealed that succession planning accelerates the transition of qualified employees from individual contributors to managers and leaders. Succession planning: Prepares current employees to undertake key roles; develops talent and long-term growth; Improves workforce capabilities and overall performance; Improves employee commitment and therefore retention; Meets the career development requirements of existing employees; Improves support to employees throughout their employment; counters the increasing intricacy of recruiting employees externally; focuses on leadership continuity and improved knowledge sharing; and Provides more effective monitoring and tracking of employee proficiency levels and skill gaps.

Succession planning can take the form of a myriad of strategies and applications. In many instances, succession planning is tightly integrated with a company's competency assessment and performance management efforts (Aberdeen 2007).

Aberdeen's research indicates that only 26% of companies do not have or do not plan to have a succession planning process. A formal process involves a way to identify, assess and develop leadership candidates to potentially succeed current leaders in order to ensure business continuity. Sounds like a simple concept but in reality, succession planning will not happen overnight. It takes time, commitment and involvement from every employee from the CEO, to HR professionals to front line managers.

2.2 Major models in Succession Planning and Management

Since succession planning and management is a process and system, like other HR activities, no single model or approach can fit all organizations and situations. Many models and approaches in succession planning and management exist. Among them four are models of succession planning and management widely used in practice: The Seven-Pointed Star Model by Rothwell (2003, 2005), the Best-in-Class PACE

Model by Aberdeen, 2007 Leadership Pipeline Model by Charan et al. (2001), and Acceleration Pool Model by Byham et al. (2002).

2.3 The (PO-PSM) Operating Model

Operating model will now be discussed as described in the (PO-PSM) human resource part in the 2004 annual report, where (PO-PSM) is described as evolving a culture of listening and greater participation by internal stakeholders in the generation of innovation, best practice, and professionalism. The progressively better service which general public receive reflects the change in orientation of staff. Whilst significant achievements have been achieved over the past few years, particularly in the arena of market-related remuneration and benefits and enhanced people management administration and systems, a number of important internal challenges remain:

a) Leadership

To create a powerful cadre of (PO-PSM) leaders that has the capacity and capability to sustain the achievement of the (PO-PSM) strategic and operational objectives; To provide the necessary support through training, coaching, mentoring and performance measurement for team leaders in order to enable the delivery of the operational objectives. Including, creating succession opportunities into higher level roles.

b) Technical skills

The need to attract, manage and retain critical skills to fill positions that disproportionately contribute to (PO-PSM)'s success. Moreover, complex roles (for example auditors, investigators, and risk analysts/profilers) require high-end skills which are often difficult to attract into the organisation as a result of the skills shortage in the country presently. This in turn means that it is essential for (PO-PSM) to implement a talent attraction and retention strategy that differentiates the approach to managing these critical high-end skills from other skills and roles in the organisation.

c) Culture

To engender the behaviour and practices that facilitate ownership and accountability for the achievement of business and individual performance and the building of a robust organisational approach that supports professionalism, integrity, service and a learning environment. The culture must drive individuals towards positive enterprising attitudes fuelled by an urge for learning and self development. Collectively, these attitudes and culture must drive a strong service ethic. “(PO-PSM) recognises that its people hold the key to the organisation’s ability to operate efficiently and transform successfully” Permanent Secretaries. (PO-PSM Annual Report 2004).

Putting people first is an integral part of (PO-PSM) business strategy. In support of this and the ongoing evolution towards becoming the best employee-centric employer in South Africa, Human Resources strategy aims to create a high performing environment for people by role modeling and embedding the right behaviours and values. By developing an integrated talent management strategy will enable (PO-PSM) to:

Integrate management of business and people performance, through a robust performance management and incentive system; to develop leadership and employee interventions to enhance the organisation’s capabilities, in particular increasing the number of HR and management professionals; to determine and define a strategy for closing specific and technical skill gaps as well as generic managerial and leadership skill; and focus on embedding organisational values to ensure they are instilled in the way people work. (PO-PSM) will contribute to the development of a social culture of compliance, build a resilient and professional organisation at the service of the Government and the people and deliver on annual targets with increasing efficiency and effectiveness.

The President's Office, Public Service Management (PO-PSM'S) focuses on how to sustain innovations and programs started under one administration when a new one is

going to take over, specifically after a mayoral election and the subsequent appointment of a new agency head. researcher will briefly describes the strategies that other public officials have used, including establishing a support base for the program outside of government, such as business leaders; identifying a champion in the incoming administration; securing bipartisan political support for the program; creating a strong base of support within the agency; and achieving national recognition for the program.

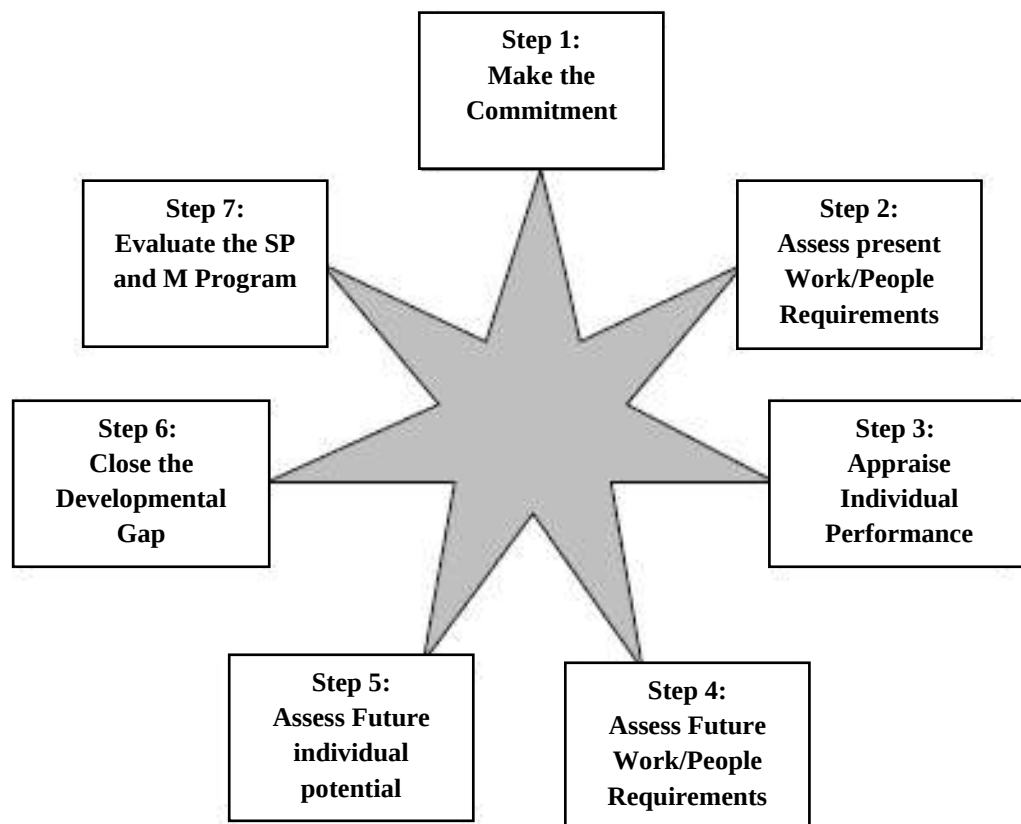
2.3.1Research Model/Conceptual Frame

The author notes that while these strategies are important, the agency head also plays an important role in sustaining these innovations. He highlights the model the (PO-PSM'S); and their use to address the task of sustaining innovations that includes;

2.4 Model 1 the Seven-Pointed Star

The Seven-Pointed Star Model for Systematic Succession Planning and Management
Adapted from Rothwell, 2005.

Figure 2.1: Model 1 the Seven-Pointed Star



Source: Adapted from Rothwell, 2005.

Step 1: Make the Commitment

As illustrated in figure 2.1 the first step the organizations decision makers should commit systematic succession planning and management (SP&M) and establish an SP&M program. To some extent, this represents a “leap of faith” in value of planned over unplanned approaches to SP&M. In this step the organization’s decision makers should:

- i. Assess problems and practices;
- ii. Assess and demonstrate the need for the program;
- iii. Determine the organization’s exact SP&M program requirements;
- iv. Link the SP&M program directly to organizational and human resource strategic plans;
- v. Benchmark SP&M practices in other organizations;

- vi. Clarify the roles of different groups in the program;
- vii. Formulate a program mission statement;
- viii. Write a policy and procedures to guide the program;
- ix. Communicate the action plan;
- x. Conduct SP&M meetings as necessary to unveil the program and review the progress continually;
- xi. Train those involved in the program as necessary;

To achieve this objective a comprehensive literature study will be performed to determine the views on various succession planning models. The literature review serves as a model in the development of a guideline for (PO-PSM'S) management to manage succession planning. Managers should be counseled about any SP&M problems in their areas of responsibility (Rothwell, 2005)

Step 2: Assess Present Work/ People Requirements

As a second step illustrated in figure 2.1 decision makers should assess the present work requirements in key positions. Only in that way can individuals be prepared for advancement in a way that is solidly grounded on work requirements. In this step, decision makers should clarify where key leadership positions exist in the organization and should apply one or more approaches to determining work or competency requirements (Rothwell, 2005).

Step 3: Appraise Individual Performance

Illustrated above as the third step is appraising individual performance and this refers to how well are individuals presently performing their jobs? The answer to this question is critical because most SP&M programs assume that individuals must be performing well in their present jobs in order to qualify for advancement.

As part of this step, the organization should also begin establishing an inventory of talent as that it is clear what human assets are already available (Rothwell, 2005).

Step 4: Assess Future Work / People Requirements

In other words, as illustrated in figure 2.1 step four refers to what will be the work or competency requirements in key leadership positions in the future? To answer this question, decision-makers should make an effort to assess future work requirements and competencies. In that way, future leaders may be prepared to cope with the changing requirements and organizational strategic objectives (Rothwell, 2005).

Step 5: Assess Future Individual Potential

How well are individuals prepared for advancement? What talents do they possess, and how well do those talents match up to future work requirements? To answer these questions, the organization should establish a process to assess future individual potential. That future-orientated process should not be confused with past or present –oriented employee performance appraisal (Rothwell, 2005).

Step 6: Close the Developmental gap

This step concerns how the organization can meet SP&M needs by developing people internally or using other means to meet succession needs? To answer this question, the organization should establish a continuing program for leadership development to cultivate future leaders internally. Decision-makers should also explore alternatives to traditional promotion-from-within methods of meeting succession needs (Rothwell, 2005).

Step 7: Evaluate the Succession Planning Program

To improve, the SP&M program must be subjected to continual evaluation to assess how well it is working. That is the seventh and final step of the model. The results of evaluation should, in turn, be used to make continuous program improvements and to maintain a commitment to systematic SP&M (Rothwell, 2005).

Emerging changes in the public service environment through intensive use of Information Technology, increased use of information super highway for communication, as well global integration through globalization are some of the

developments affecting our countries, and increasing the demands of public leaders, hence a need for new kind of leadership succession plan programs. In this case, the Seven-Pointed Star Model outlines the ideal elements with which all succession planning models should be based. This research compares the current succession planning practices and model utilized at (PO-PSM'S). in which the models for succession planning have been identified and will be discussed, with the aim of developing a second model for succession planning namely, the Best-in-Class PACE Model.

2.5 Model 2 – The Best-in-Class PACE Model

The use of succession planning to achieve corporate goals requires a combination of strategic actions, organizational capabilities, and enabling technologies as indicated in the table below (Table 2.3).

Table 2.1: The Best-in-Class PACE Framework

Pressure	Action	Capabilities	Enablers
Insufficient management bench strength in terms of the number of candidates	Establish “development” culture/ mindset within the organization	Gain support and buy-in from senior management	Performance management tool
		Standardize an approach to employee evaluation and development	Multi-rater assessment
	Improve the organization’s bench strength (in terms of the number of candidates) at key positions	Identify positions where succession planning is needed	Assessment/testing tools for attributes and/behavior
		Define skills/knowledge required for each position	Assessment/testing tools for skills or knowledge

Pressure	Action	Capabilities	Enablers
	Identify high potential talent early	Define attributes and/behavior required for each position	Skills gap analysis or competence variance tools
		Define succession planning metrics	Competency model libraries
		Align succession planning with the organization's overall corporate strategy	Tools that automate and provide visibility into organizational charts

Source: Adapted from Aberdeen, 2007

Best in Class organisation ensure that their succession planning programs are proactive through a strong process that targets every level of the organization and the technology that they use is deployed both locally and globally. The scope of traditional succession planning programs is limited to executive levels and although this level is still the main target of succession plans today, programs are also targeting mid-level management. Although there is still a gap between the succession planning programs offered to executives and those offered to front line employees, improvements in the number of companies deploying technology for these initiatives on a company-wide basis and for all employees has improved.

Pressures Driving Succession Planning

To prepare for the loss of key leaders to retirement, and prevent the loss of high potential talent to competitors, and strengthen the pipeline in terms of quantity and quality of successors, Aberdeen's Best-in-Class have placed increased emphasis on succession planning (Aberdeen, 2007).

Leading Best-in-Class Strategies

Pressures to stave off the loss of high potential talent and improve the quality of next-generation leaders, are forcing organizations to view succession planning more as a key retention and development enabler. As a result, the leading strategies that Best-in-Class are pursuing to address these pressures are establishing a development culture/mindset within the organization and improving the company's bench strength at key positions (Aberdeen, 2007).

Capabilities and Enablers

The essential ingredients of a succession planning strategy that produce top results include the proper mix of process, organizational knowledge, technology, and performance measurement. Process Best-in-Class organizations understand that a standardized approach to employee evaluation and development helps establish and reinforce a "development" culture or mindset within the organization. This standardization is critical for creating consistency within the organization; consistency that not only negates potential employee dissatisfaction that results from misaligned expectations, but also reduces errors in employee development plans and successor identification. These work in tandem to improve employee retention (Aberdeen, 2007).

Organization

To pursue succession planning, senior management buy-in is critical. So is identifying key positions where succession planning is (or will be) required. Across all organizations surveyed, these two capabilities were among the most prevalent.

However, an area where Best-in-Class companies stand out is in the understanding of how changes to the business (in terms of strategy, goals or structure) impact the quantity and type of successors needed. This helps the Best in-Class anticipate future hiring needs as well as offer development plans with roadmaps for employees to work towards.

Furthermore, Best-in-Class organizations leverage more experienced and/or high performing employees to connect with and provide guidance to newer workers and/or high potential workers. This not only aids in instilling best-practice methodology, but also helps younger workers connect and build relationships with people they should emulate within their organization. (Aberdeen, 2007)

As observed in the above model, companies have several options for “growing their own leaders.” In order to be effective, organizational charts are not enough. Best in Class companies look for solutions that include functions such as 9-box models, candidate profiles, performance, competency and development needs and scenario planning to plan for the future needs of their workforce. These tools when used together offer a more powerful succession planning initiative. Succession planning is no longer effective as a stand-alone function. A robust solution will be able to integrate all of these areas as well as areas such as goal alignment and compensation to cover the employee lifecycle.

Apart from above explained model, companies still struggle with creating a formal process aimed at identifying, developing and retaining high potential people within the organization. Despite this discrepancy between what companies want to do and what they actually do, the future is not so bleak. The majority of companies, particularly forward looking companies, are implementing or planning to implement a formalized succession planning process.

2.6 Model 3 – Deegan’s seven-step succession planning model

According to Deegan (1986) succession planning is best done in a bottom-up sequence. The reason for the bottom-up sequence is, if you are a general manager wishing to determine the best back-up people for yourself and those reporting directly to you, you will wish to have in hand the documentation of evaluations carried out by those reporting to you concerning the people reporting to them in order to have up-to-date information to use in making your judgments.

Step 1: Complete performance evaluations of key persons

Deegan (1986) describes performance evaluation as a process of analyzing, reviewing, and reporting the extent to which an individual effectively accomplish his or her assigned job responsibilities against agreed on objectives.

According to Deegan (1986) succession planning begins with performance evaluation which focuses on the major tasks accomplished by individuals over predetermined time period. These major tasks refer to those duties which contribute to the company objectives and strategies. The purpose is to examine current performance of employees to find those candidates suitable as successors to fill key positions in the organization when required.

Step 2: Complete potential evaluations of key persons

Deegan (1986) states that potential evaluation is a process of analyzing and reporting the likelihood of an individual performing effectively in another position usually at the next higher level of management or in a key position with greater responsibilities than currently held. This step involves comparing those people, who are performing well in their current positions, against others at the same level of responsibility in order to select which of them seem to be capable of performing well at the next higher level of responsibility. This is achieved by observing and documenting incidents on which they manifested some of the characteristics which have been set up ahead of time as the marks of effectiveness persons in the organization.

Step 3: Complete other factors evaluation by reviewing individual history

Deegan (1986) describes other factors evaluation as a process of analyzing, reviewing and reporting on personal data and interest of the individual on the one hand and business conditions needs and company requirements on the other. This covers the evaluation of the remaining factors in making promotability decision after performance on the job and the potential for effectiveness at a higher level of responsibility at being considered.

Step 4: Complete promotability evaluation of key persons

Deegan (1986) says that promotability evaluation is a process of analyzing, reviewing and reporting on an individual's readiness to move to a higher position based on performance evaluation, potential and other related factors. It deals with making summary judgments about an individual's readiness to move to another position now or in the future.

Step 5: Complete succession planning chart to summarize present picture of your organization, to include identification of high potential person's.

Deegan (1986) describes a succession planning chart as a summary providing a composite view of the top human assets of the organization. A completed succession planning chart will provide a readily visible summary of the evaluation judgments concerning key personnel who have been identified.

Step 6: Complete individual development plans for key persons

Deegan (1986) describes the development plan as a document detailing those areas of each individual which need development, the objectives in each area to be achieved as well as well as action plans to achieve the degree of growth/improvement agreed upon.

Deegan (1986) describes a succession planning chart as a summary providing a composite view of the top human assets of the organization. A completed succession planning chart will provide a readily visible summary of the evaluation judgments concerning key personnel who have been identified.

Step 7: Furnish Documentation to Succession planning board at division or corporate level.

The last step involves appointing a succession planning board. Deegan (1986) describes the succession planning board as a group of senior executives who monitor the implementation of succession planning and who maintain a summary of key position resources.

Lessons learned for operating model in Tanzania

The perspectives of Permanent Secretaries created a number of expectations for a useful leadership framework. It must pragmatically guide the recruitment, advancement selection and comprehensive training of future leaders. It must detect emerging leadership competencies to respond to changing organizational issues and opportunities. The Permanent Secretaries advised that the leadership framework itself must obtain political support, managerial buy-in and resources to avoid being ‘another study sitting on a shelf’.

A leadership framework must link leadership competencies to the workplace challenges facing public service managers. The model development process itself must actively engage managers in identifying, validating and describing leadership competencies. This ‘real time’ Integrated model for Succession Planning leadership competency context will inform the future development of highly relevant leadership assessment and training programmes. In this manner, leadership capacity enhancement efforts will truly make a performance difference in the work place.

Research has established that, depending on the type of business they are in, organizations (public and private) need a certain array/set of knowledge, skills and attitudes (competencies) among their staff to operate effectively and achieve results. Many organizations across the world have, therefore, taken measures to identify the range/sets of competencies they need, determine current competency levels of their staff and take measures to address the gaps. The result of the first step is what is referred to as the integrated model for succession planning of an organization. Alternatively an institution may want to establish the competency requirements for positions at leadership levels. When this is the case the framework to be developed is referred to as an integrated model for succession planning.

2.7 An integrated model for succession planning

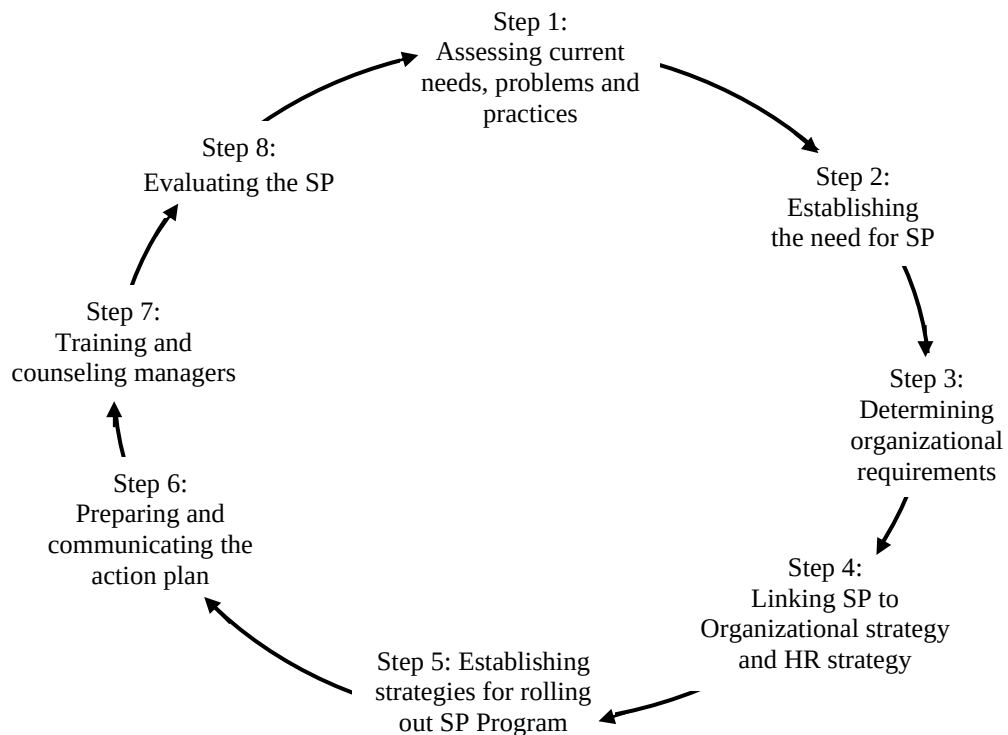
From above various SP models were explored and no perfect model can be selected. The aim would be to find a model that fits the organization or integrate certain

models; hence the researcher will now focus on an integrated model for succession planning.

Permanent Secretaries and managers reveal that leaders who are at the same positional level share similar sets of work place challenges and organizational factors. These conditions are somewhat different or increasingly more complex from the entry to senior managerial level. This varied situational leadership context suggests that one model cannot capture the leadership requirements or levels of proficiency for all managers. A leadership framework must be flexible enough to produce differentiated leadership competency profiles and competence levels for managers sharing similar leadership roles. A leadership framework must be relevant to strategic expectations of the public service. It must also be customized to the Tanzanian Public Service, and not borrowed from another context. Strategic directions may change and the leadership framework must be flexible enough over time to re-align leadership competencies with new strategic priorities.

Based on the literature surveyed an integrated model for succession planning can now be developed. From this point the model developed for succession planning will be referred to as the model.

Figure 2.2: An Integrated model for Succession Planning



Source: Adapted from Rothwell, PACE and Deegan

Step 1: Assessing Current Needs, Problems and Practices

Considered the logical starting point of any succession planning process is assessing the current practice the organization uses to ensure successors are available to fill critical positions. Rothwell (2005) is of the opinion that attention should be focused on identifying the most important problems the organization is facing and review how these problems are influenced by existing succession planning practices.

According to Drucker (1964) knowledge is the business as much as the customer is the business. Physical goods or services are only the vehicle for the exchange of customer purchasing-power against business knowledge. Business is a human organization, made or broken by the quality of its people. Labour might be one day be done by machines to the point where it is fully automated. But knowledge is a specifically human resource. It is the ability to apply information to specific work

and performance. And that only comes with a human being, his brain or the skill of his hands.

Soonhee (2003) advocates the use of employee assessments to provide insight into employee strengths and weaknesses, especially as it relates to the technical aspects of job functions. These assessments can provide valuable information about the bench strength of new and developing employees. Assessment procedures can take into account career development, training needs, retirement plans, workforce diversity, succession planning and mentoring programs. Skills assessment information can provide an important framework to knowledge extension by developing a mentoring program based on the needs, strengths, skills, and deficiencies of the employees.

Gubman (1998) is of the opinion that a strategy is fundamental to aligning and managing people, yet not enough companies do it. They may plan how they recruit, or they may create a process of developing certain key types of people. Rarely do they take a thoughtful, co-ordinate, and planned approach to hiring, utilizing, growing, and keeping their people.

Step 2: Establishing the Need for Succession Planning

The second step would be to build an inventory of skills throughout the organization by first profiling employees and identifying their unique skill sets, education, certifications and experience as well as documenting employee career preferences (Cornerstone 2009).

According to Certo (1990), succession planning and mentoring play a key role in organizational success. Organizational objectives cannot be attained with appropriate staff. Future needs for manpower are mainly influenced by employee retirements, employee turnover, the nature of the present workforce, and the rate of growth of the organization.

According to Cornerstone, (2009) it is essential to tie succession planning issues to an organizational problem and to the organizations core mission. Suggested ways to establish the need are as follows:

- i. Workload (how many positions need to be filled);
- ii. Speed of filling positions (how long does it take to fill positions);
- iii. Results (how many position were filled over a given time span)

Succession planning can thus be measured by the number of key positions to be filled, the length of time to fill them, and the number of key positions filled over a given time period (Rothwell, 2005).

An unavoidable and growing leadership void is being created by two distinct forces:

- i. The mass of baby boomers that will soon leave the workforce
- ii. The limited number of skilled workers entering the workforce.

These two forces, which are pressing organizations to plan and prepare for anticipated leadership needs, are also compounding the existing complexity that organizations face to retain and develop top talent. Succession planning, once reserved for the most senior positions at organizations and considered a component of leadership development is being viewed more holistically across the organization and its stakeholders. (Aberdeen, 2007)

Step 3: Determining Organizational Requirements

Thirdly, top management goals are always key considerations. Begin determining the essential requirements of a succession planning program by interviewing top managers. Then prepare and circulate a written proposal for a succession planning program that conforms to the consensus opinion of key decision-makers (Rothwell, 2005).

Important questions on which to focus include the following:

- i. How willing are decision-makers to use innovative alternatives to simple replacements from within?
- ii. How stable is the current organizational structure? Work processes? Can either – or both – be reliably used to plan for leadership continuity or replacements?
- iii. How willing are decision makers to devote resources to cultivating talent from within?
- iv. How much do decision-makers prefer to fill key position vacancies from inside rather than from outside the organization?

Step 4: Linking Succession Planning to Organizational Strategy and Human Resources Strategy

Succession planning should be linked to organizational and human resource strategy. However, achieving those linkages can be difficult. Achieving effective linkages is difficult for three major reasons:

- i. First while effective strategy implementation depends on having the right people in the right place at the right times, it is not always clear who the right people are, where the right places are and when those people will be needed;
- ii. Secondly, strategy is frequently expressed in a way that does not lend itself easily to developing action plan for succession planning;
- iii. Thirdly, organizational strategy as practiced may differ from organizational strategy as theorized (Rothwell, 2005).

Furthermore Rothwell (2005) states that active steps must be taken to ensure that HR practices facilitate, and do not impede, long-term efforts to groom talent from within. By aligning succession planning with the company's strategic plan and then making that gathered knowledge available across the organization. Without this alignment, buy-in from senior management is diluted. This will provide organizational knowledge and access to employees across divisions.

According to Safi and Burrell, (2007) the importance of mentoring and succession planning is states as “Linking leadership development to the organization's mission and strategic goals is a smart business strategy. The looming retirements of government employees that are members of the “Baby Boomer” generation demands solid commitment to the development of future leaders”. According to Watt (2004), successful organizations maximize their investment in human capital by developing leadership potential throughout the organization with integrated programs that emphasize corporate values, critical skills and competencies, knowledge management, succession planning, and a global mindset for business success.

With collaborative leadership taking centre stage as the new paradigm in today's global marketplace, organizations that strategically focus on building leadership capacity for the future will reap the benefits in the years to come (Bartram, & Garreffa 2004).

Step 5: Establishing Strategies for Rolling out a Succession Planning Program

An organization needs to align, engage, measure who it really is as a company, because that is how to enable the work force to deliver the right customer value. The only real change as an organization comes when it has to change its basic value proposition. By getting to know who the organization really is involves looking at the enduring value proposition, specific strategies and tactics, how decisions about customers and employees are made and then deciding about what style is or should be (Gubman, 1998).

Establish processes that support employee evaluation and development. Focusing on career planning and development is forward looking and proactive, and demonstrates the organization's vision and commitment to its employees. Continuing to monitor and assess progress against evaluation criteria and development goals.

This can be done by institutionalizing organizational coaching and/or mentoring programs. Help employees build relationships with people within the organization

whom they can emulate and learn from. Connecting high potential workers with those at high levels who demonstrate or represent organizational core competencies will help high potentials feel more connected to the company. This will also provide them with credible sources that can introduce them to key stakeholders and provide recommendations to navigate the organization successfully. This program does not need to be automated (Aberdeen, 2007).

A succession planning program will be effective only when it enjoys support from its stakeholders. The stakeholders should not only perform succession planning for it to work, they must own the process (Rothwell, 2005).

Step 6: Preparing and Communicating the Action Plan

Organizations should avoid getting caught up in the term "succession planning." Organizations should embrace what it is intended to do: help organizations plan appropriately for key position voids as well as to identify, develop, retain, and allocate key talent (Aberdeen, 2007).

In preparing and communicating the action plan, companies should also evaluate their processes to ensure they effectively accomplish the following:

- i. Educate the organization on the new trends in succession planning and instill a strong process to build succession bench strength;
- ii. Ensure that succession planning is integrated with other processes of talent management including performance management, training and development, compensation, and assessment;
- iii. Link succession planning to competency management and include a reporting and analytics component;
- iv. Integrate with career development tools;
- v. Automate the succession planning process for greater efficiency and less operational risk; and develop both a top-to-bottom approach and also a bottom-up approach for succession planning (Aberdeen 2006).

According to the Cultural Human Resources Council, too often succession planning focuses on the “cream of the crop” is overlooking hidden talent that can be found in the most “invisible” workers, who may need some encouragement. The succession plan should include education of and communication with existing staff so that they understand where gaps might develop and are in a better position to step forward and say they are interested (Reed, 2004).

Step 7: Training and Counseling Managers

According to Conger and Fulmer (2003) it is far more effective to pair classroom training with real-life exposure to a variety of jobs and bosses-using techniques like job rotation, special assignments and "action learning" which pulls together a group of high-potential employees to study and make recommendations on a pressing topic, such as whether to enter a new geographical area or experiment with a new business model. This provides developmental experiences for employees and results in a useful work product for the organization.

Managers should be given the opportunity to voice their issues concerning succession planning in their work areas. Where honest efforts are made to meet the succession planning needs of the organization and counseling is requested, managers would value advice about people management issues. Individual counseling with these executives by the succession planning co-coordinator can serve an invaluable purpose for improving succession planning practices. The succession planning coordinator and the executive in charge can discuss sensitive personnel issues that executives may be reluctant to bring up in group meetings (Rothwell, 2005).

Step 8: Evaluating the Succession Plan

The final step should include collecting, analyzing, and interpreting data on effectiveness of communications and succession development.

Measures of Success would include:

- i. One or more well-qualified internal candidates are prepared and ready to assume each key job (i.e., ready list);

- ii. A record of successful promotions (or lateral placements); a few people fail;
- iii. Few superior performers leaving the organization because of ‘lack of opportunity.

By focusing on metrics that accurately reflect the company's ability to cultivate and groom internal successors, and put in the place the processes to support this process. Regular assessment of progress against a goal will allow your organization to modify strategies and applications of its strategy (Brooks, 2005).

From the derived model above it can be observed that succession planning is an important subset of workforce planning, designed to ensure the continued effective performance of an organization, division, or work group, by making a provision for the development and replacement of leaders over time. A succession planning program is a deliberate effort by an organization to ensure leadership continuity in key positions and encourage individual advancement. The goal of succession planning is to match the organization's available (present) talent to its needed (future) talent, to ensure that the lessons of organizational experience (institutional memory) will be preserved and combined with reflection on that experience to achieve continuous improvement in work results. Together, workforce and succession planning help to ensure that an organization can achieve its mission by having the right people with the right skills in the right place at the right times.

2.8 Conclusion

Chapter two reviewed available models found in literature for succession planning and the core elements of each model were extracted. Based on these models an eight stride model for succession planning was developed. Chapter three looks at the methodology used by the researcher and the theoretical basis used in conducting this type of research.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

In this chapter, the interview, questionnaires used in order to answer the research question and fulfill the purpose of this research will be presented. To assess the effectiveness of succession planning in organizational recruitment and replacement as my choice of factors, possible problems with the data and how the data will be analyzed follows the discussions. Finally, the quality of the chosen research design will be criticized.

3.2 Research Design

Research Methodology and design is one of the important parts of the research. It sets and stipulates modalities and logical sequences on how research is to be accomplished. This chapter, therefore, describes the area of the study and its characteristics. It also presents procedures, data analysis and the methods which will be used to collect data. However, selection of certain research methodology basically depends on the nature of the research problem constructed (Thom kings and Grooves, 1980) as cited by Kothari (1992).

Kothari, (1990) Defined research design as a chosen plan for achieving a particular study or research and it gives details on the type of data to be collected and the techniques that will be used in data collection. In other words, it constitutes the blueprint for the collection, measurement and analysis of data. Whereas Brophy (1981) defined research design as a blue print for the conduct of a study that maximizes control over factors that could interfere with the study desired outcome. Basically, there are different types of research designs, the type and size of the problem being investigated determines the application of each one.

For the purpose of this study, case study was adopted. The case study was adopted because it is less expensive compared to other methods and it offers an in - depth and breadth analysis of variables to be studied (ibid: 140). It is also flexible method in

data collection; it can be used in conjunction with other design and provides opportunity to consider other aspects, which cause poor implementation of Succession Planning Programs in organization.

3.2.1 Area of the Study

This study was conducted at (PO-PSM) heard Office in Dar es Salaam region. Reasons that prompted to choose such area in the study is that, (PO-PSM) is one among many government owned organizations in Tanzanian and one of the successful organization in services provision to clients in preceding years, but such success have become on the way out now and then expecting one of that failure might be resulted from poor implementation of Succession Plans. And it is assumed that the organization faced the problems of the implementation of Succession Planning Programs.

3.2.2 Population of the Study

The (PO-PSM) office has a total number of the population nearly 300 employees. It is difficult for the researcher to cover the whole population of (PO-PSM) - Heard Office Staffs Only a total of thirty (30) employees of different position were selected. This is because the researcher intended to have a clear picture of the factors that affect the implementation of Succession Planning Programs in the organization.

3.2.3 Sampling Framework

The distribution of questionnaire and interview were as follows, the category of managers and supervisors sample was 30 in number which is proportional to 10% of the entire population.

3.3 Sampling Procedure and Sampling Techniques

3.3.1 Sampling Procedure

Kothari (2004) defines Sampling as the selection of some Part of an aggregate or totality of what the population is made of. In other words it is the process of obtaining information about an entire population while examining only a part, which

is taken to give an idea of the quality of the whole. Sampling procedures are techniques that are used in determining the number of respondents that are involved in this study to provide necessary knowledge. In this regard respondents were selected purposely by virtual of the position they held, that is, seniors that is, "Directors", managers and supervisors and workers or subordinates. Purposive sampling allows the researcher to select information rich cases.

3.3.2 Sampling Techniques

Sampling techniques are techniques used in research by the researchers for determining how representative sample could be obtained from the total population. In this study purposeful and simple randomly sampling techniques were used in obtaining sample from the population that categorized into two groups namely: Administrators or superior and normal employees or subordinates accordingly.

3.3.3 Simple Random Sampling

This involved the random selection of specific number of representative from a list of subordinates in the population. In this case every (PO-PSM) office member will be having an equal chance of being included in the sample. In this case (30) 10% respondents were selected from the population to represent the entire population under study.

3.3.4 Sample Size

The sample size is the number of respondent selected from the population carefully to be representative of the whole population with the relevant characteristics. A total number of 30 respondents will be selected to be the sample size in the study due to limited time and resources. It is not possible to study the whole population. The sample size will be 10% of the total population under the study.

3.4 Types of Data and Data Collection Procedures

3.4.1 Data collection methods

Primary source of data and secondary source of data used in this study. In order to

collect primary data, interview conducted to personnel officer at (PO-PSM) office and set of questionnaire administered to administrators and normal employees (superior and subordinates).

3.4.2 Primary Data:

Primary data refers to the information a researcher obtains from the field that is, from the subject in the sample. These data may be in the form of values obtained from the operational definition of the variables in the study. These values are usually presented in the form of frequency distribution (Abel and Olive, 1999:12).

Primary data will be collected from the organization understudy via interviews/discussions and also past observations with connection to the literature. In our empirical case, the top managers and owners of the organization are Succession Planning Programs implementers while all the middle managers, supervisors, and labour are Succession Planning Programs followers. The study of our empirical case will be done to understand practical case of Succession Planning Programs. Looking at the situation of the (PO-PSM'S) organization and the available time, interviews will be conducted with one of the principals, managers and some of the employees who were play an important role was supplied with questionnaire.

3.4.3 Secondary data:

Secondary data refers to the information a researcher obtains from research articles, books or casual interview, which may be classified as quantitative (numerical) or qualitative in words or phrases. Secondary Data will be collected through library research and documentary evidence from published and unpublished documents.

Information regarding the goals and interests of employees and organization will be collected, to know how much the Succession Planning Programs is important for the organization to achieve its goals, and how it affected employees' personal goals. The solutions/measures provided in the literature of Succession Plan Programs management will be discussed with Succession Plan Programs implementers to know

how they apply these solutions in their Succession Planning.

3.4.4 Instruments

a. Questionnaire

Questionnaires are sets of questions that are set to the respondents to answer at their own convenience and then they return them to the researcher instantly. A questionnaire is considered as the heart of the survey operation hence it should be carefully constructed. In this research questions contained in questionnaires will be proposed to be open ended ones. This was done in order to get the information required and opinion sought.

The reasons that accounted for the use of questionnaires in this study is based on what Kothari (1992) suggested that questionnaire is free from bias of the Interviewer and that answers are in respondents own words. Also it makes the respondents to have adequate time to give well thought off answers. In this study questionnaires will be administered to workers as well as the Management Officials. In the study the written questionnaire will be sent to the respondents that are managers and supervisors and at their own time they will be required to fill in such questionnaires and return them to the researcher.

b. Interviews

The researcher made use of this method due to its increasingly popularity in the field of social Research and because of the nature, objectives and scope of the research Groves and Kahu (1999) as cited by Kothari observation materials which may be in interests. Nillway (1956) a cited by Kothari suggested that is the most common and effective method of obtaining information since the problem can be discussed face to face as the respondent tries to respond to the structured and un structured questions. Through this instrument face to face conversation was conducted as an interview between the researcher and some of the highest top management team of different careers within the organization.

3.4.5 Data Analysis

Data analysis will involve the process of searching for patterns or relationship among data group. According to (Prewitt, 1998) there are two types of data analysis, first, qualitative data analysis for qualitative (however qualitative data can be analyzed quantitatively provided if is coded appropriately), and second, quantitative data, through structured questionnaires, interviews or documentary source.

3.5 Conclusion

This chapter was discussing about the approaches which used by the researcher to collect information of the entire research. The chapter considered research design, area of the study sampling procedure and sampling techniques. Not only that but also types of data and data collection procedures as well as instruments and data analysis.

CHAPTER FOUR

DISCUSSION OF THE FINDINGS

4.0 Introduction

In this chapter the findings and analysis of the study described in chapter three is presented and discussed in detail. Presenting the results of the empirical study will solve the third sub-problem, namely, how the literature research conducted in chapter two, and the model developed in chapter two compares to what currently is in place at (PO-PSM). The analysis and discussion is done tentatively for answering the research questions pose on chapter one. A total of 60 respondents participate in this study. A questionnaire, interviews and observations were used to collect data from the respondents. Presentation of the findings is based on the research questions of this study. The results of this empirical study and chapter two can be integrated into a model for future reference on which organization can be built.

Leedy and Ormrod (2005) state that measurement is ultimately a comparison: “a thing or concept measured against a point of limitation.” The results obtained will be discussed, and recommendations and conclusion will be offered at the end. This practical survey will be related back to theory where applicable.

4.1 Results

The questionnaires were divided into two sections:

- i. Section A, the socio-demographic data;
- ii. Section B, based on the information gained from the literature study that suggested an integrated model for succession planning.

4.2 Socio-Demographic Information of Study

4.2.1 Age Profile

Table 4.1: Age of the respondents

Total Sample	Category	Frequency	Percent (%)
N =60	24 -35	16	26.66667
	36- 45	28	46.66667
	46 and above	12	20
	Not responded	4	6.666667
	Total	60	100

Source: Case study data, 2014

The age of respondents ranges from 24 years to more than 46 years. As indicated above most managers are more than 36 years those who were between 24 and 35 years old were 16- (26.66667%) of all the respondents and those who were between 36 and 45 years where 28 (46.66667%) and those who were older than 46 years were 12≈(20%) This implies that the majority of respondents have had a number of years working experience and that they could provide valuable input for this study.

4.2.2 Position Held in the Organization

Table 4.2: Position held

Total Sample	Category	Frequency	Percent (%)
N= 56	Manager	42	70
	Supervisor	14	23.3333
	Total	56	93.3333

Source: Case study data, 2014

Position of the respondents was associated with the educational background. Generally, observation indicates that most of the respondents in higher position were

highly educated as contrasted to those in lower education. The reason for looking at this aspect was to get a representative picture from the respondents from different ranks. This could remove bias in responses.

4.2.3 Experience in Service

Table 4.3 indicates that most of the respondents were employed for more than ten years (75%). This implies that the majority of respondents have had a number of years working experience and that they could provide valuable input for this study.

Table 4.3: Length of Service

Total Sample	Category	Frequency	Percent (%)
N =56	3-6 years	2	3.6
	6-9 years	12	21.4
	10+ years	42	75
	Total	56	100

Source: Case study data, 2014

Table 4.3 indicates that most of the respondents were employed for more than ten years. This implies that the majority of respondents have had a number of years working experience and that they could provide valuable input for this study.

4.2.4 Level of Education

Level of education

The question intended to know the education level of the respondent's .The table 4.4 explains response from respondents.

Table 4.4: Education level

Total Sample	Level of education	Frequency	Percent (%)
N=56	Ordinary Diploma	4	7.14287
	Advanced Diploma	18	32.1429
	First Degree	26	46.4286
	Master's Degree	8	14.2857
	Total	56	100.00

Source: Case study data, 2014

As per the table 4.4 indicates the educational qualifications that 4 respondents (7.1487%) had ordinary diploma, 18 respondents (32.1429%) were Advanced diploma holders, 26 respondents (46.4286%) were first degree holder and 8 respondents (14.2857%) were Master's Degree holder. This implies that the large number of respondents holds First Degrees. Therefore the employees of PO-PSM organization are advantaged.

4.2.5 Analysis of socio-demographic information

The information above indicates the profile of the sample. The data received from the questionnaire indicates a representative sample from the department, since a 93 percent response rate was achieved from respondents from the various departments. Majority of the respondents were female. The majority of the respondents (45%) are in the age bracket of 36 and 45 years old. All respondents were in management positions and employed for more than six years. The majority of respondents (46%) held a qualification of first degree. It can thus be identified that the respondents are educated and have been exposed to business in general. The relevance of this information will be referred to in statements made in the conclusion of this chapter. This leads to the next section of the questionnaire.

4.2.6 Current needs, problems and practices

In this section of the questionnaire the respondents identified the needs and problems with regard to succession planning in their departments. Making the commitment by

assessing and demonstrating the need for a succession planning program is emphasized as the first step the organization's decision makers must systematically commit to plan for talent to assume key leadership positions or backup positions on a temporary or permanent basis. Succession planning and management is the process that helps ensure the stability of the tenure of personnel. (Rothwell 2005) The essential ingredients of a succession planning strategy that produces top results includes the proper mix of process, organizational knowledge, technology, and performance measurement (Aberdeen group 2007).

4.2.6.1 Understanding of succession planning

As indicated in the questionnaire response all the respondents had a clear understanding of what succession planning was and the importance for future operational requirements in the organization.

In this study there is little doubt that the administrative staff that participated in this study were in favour of succession planning at PO-PSM. Nonetheless, PO-PSM should be mindful of the perceived challenges to implementation of a succession plan; several were wary of succession planning, in particular in relation to the format and evolution of the plan. This was quite surprising to me given the extent of support for succession planning; and therefore, it is imperative that a formalized, well-thought out plan is devised the one that fully considers the culture, uniqueness and specific needs of the PO-PSM, it's staff and stakeholders.

4.2.6.2 Thoughts about approaching succession planning in PO-PSM'S in a planned way

All the respondents agreed that it was important to approach succession planning in a planned way. One of the respondents indicated that external recruiting results in negative attitudes from staff that has extensive experience in a position and then transferring skills to an external candidate. Succession planning needs to be addressed and implemented timely, it must not be done reactively, but proactively. Waiting until a key leader is on their way out the door is insufficient and can create

unnecessary complications, risk and inherited financial costs associated with the loss of important company knowledge (Workforce Management, 2005).

However giving candidates the opportunity to rotate through different jobs and areas of the organization will give them a more holistic understanding of the overall operations of the company. (Santora, 2010) Groves (2006) states that “highly successful organizations focus on creating a comprehensive set of assessment and development practices that support the entire pipeline of talent across the organization.” Hills (2009) suggests leadership development can be accomplished through a mix of “formal education, coaching and experience”. Santora (2004) agrees with the experience component, stating that the best way for an individual to learn is by doing and Schall (1997) suggest a process of allowing selected individuals the opportunity to gain “cross-agency exposure”. Rothwell (2002) identifies his best practice number six as “establishing a means to narrow the gap” between current skills and experience, and future needs. Suggested is the use of individual development plans which will “help to plan activities that will build individual competencies to meet present challenges and prepare for future ones”. (Rothwell, 2002)

4.2.6.3 Department’s needs by forecasting future staffing requirements and determining work or competency requirements with regards to succession planning

Twenty five respondents indicated that it was not done. One said it was difficult to do due to budget constraints. Another said that this was done constantly, however due to crisis management being prevalent; forecasting is low on the priority list. One respondent did not respond to this question.

As shown in the literature succession planning begins with performance evaluation which focuses on the major tasks accomplished by individuals over predetermined time period. These major tasks refer to those duties which contribute to the company objectives and strategies. The purpose is to examine current performance of

employees to find those candidates suitable as successors to fill key positions in the organization when required.

The critical element of success revealed by the literature and the respondents was the identification and assessment of potential candidates for succession. Bieschke (2006) used the analogy of Jesus and the 12 apostles to highlight the importance of identifying key subordinates who will be able to lead and build the organization after the current leader has left his position. He attributes the longevity of the organized Christian faith(s) to the successful implementation of this stage of succession planning. “Choosing a successor at an early stage” (Santora, 2004) is the number one item in the guidelines for succession planning; and Schall (1997) described succession planning as identifying leaders for key positions, but also selecting leadership talent from all levels of management for their future development.

This was echoed by McArthur and Favero Phillips (1994) when stating “the first step is to identify a diverse group of future leaders throughout the corporation”. After identification, individuals were evaluated on the basis of four dimensions: “current performance, development needs, possible next moves, and long-term potential for advancement”. (McArthur & Favero Phillips, 1994) The process involved current leaders participating in a candid discussion facilitated by a human resource professional. The leaders discussed their direct reports candidly and gave concrete examples of current performance. The human resource professional ensured that a diverse group of candidates was represented, and peer participants shared their personal observations. This process allowed a significant inventory on each individual’s skills, attributes, and competencies to be built. (McArthur & Favero Phillips, 1994)

Employee goal assessment should be to capture the scope of talent in an agency and apply that information to anticipated needs”. The critical element of identifying and assessing potential candidates was set forth in a sequential process, however “deliberate and systematic identification of organizational needs, the discovery of a

pool of high potential candidates, and the matching of individual competencies with current and anticipated organizational needs”. The PO-PSM’S process of discovering high potential candidates and matching their competencies to organization needs suggest a full replacement strategy as opposed to a simple replacement strategy. A simple replacement strategy would rely on a hierarchy chart to determine the next leaders, where as a full replacement strategy takes into account all potential leadership talent from various levels of the organization and ranks candidates on their readiness to advance to more senior positions. (Bradshaw Lynn, 2001)

When looking for potential leadership succession talent, Hills (2009) takes a more defined approach with the concept of the “3 C’s of fit”. She describes these as “competence, connection and culture”. Competence describes the particular skills that an individual possesses. These skills may include education (both formal and continuing), work experience, and life experience. Connection skills, the second “C”, are those that govern the individual’s relationship with his co-workers and subordinates. Hills (2009) defines connection attributes as “trustworthiness, depth, empathy, and external attunement”. Although these attributes are difficult to measure at PO-PSM, that leaders are highly prized in the eyes of employees, even more so than technical competence or management ability. The final “C” is culture, which refers to how well the individual fits into or has internalized the organization’s corporate culture. The organization’s culture is more than its vision and mission statements; it is the values that are engrained in every employee throughout the organization, and that are shown through the organization’s actions and investment. One example at PO-PSM might be an organizational culture that values employee training and development. In this case, opportunities would be provided for those employees who wish to improve their skills through continuing education, and appropriate resources would be invested to support this development activity.

Most of the private companies/ organizations often identify more than one potential successor for each of the key leadership positions. In the government owned

organization/ public sector, the process is most likely to occur in times of crisis or emergency, rather than as a pre-meditated exercise in the broader framework of strategic planning hence the succession planning is poor implemented.

4.2.7 Establishing the need for succession planning.

As per the study decision makers should clarify where key leadership positions exist in the organization by identifying key positions it will be evident where succession planning is/or will be required to plan for talent to assume key leadership positions or backup positions on a temporary or permanent basis and to achieve corporate goals requires a combination of strategic actions, organizational capabilities, and enabling technologies.

When the individuals with leadership potential have been selected for key positions within the organization, they need to be prepared to take on increasing responsibilities, and a process of professional development needs to be undertaken. By providing the experiences people need to close the gap between their current skill-sets and the organization's future needs, preparing them to make a more significant contribution." Where respondents suggested "leadership development seminars, post-graduate courses, and training programs as effective methods of developing potential candidates. Giving candidates the opportunity to rotate through different jobs and areas of the organization will give them a more holistic understanding of the overall operations of the organization. However highly successful organizations focus on creating a comprehensive set of assessment and development practices that support the entire pipeline of talent across the organization. According to Santora (2004) Leadership development can be accomplished through a mix of "formal education, coaching and experience" also agrees with the experience component, stating that the best way for an individual to learn is by doing and Schall (1997) suggest a process of allowing selected individuals the opportunity to gain "cross-agency exposure" Rothwell (2002) identifies his best practice as "establishing a means to narrow the gap between current skills and experience, and future needs. Suggested is the use of individual development plans

which will “help to plan activities that will build individual competencies to meet present challenges and prepare for future ones”. (Rothwell, 2002)

4.2.7.1 Strategic plan for succession planning needs

4.2.7.1.1 Dedicated Responsibility

The employees’ were provided with questionnaire that were intended at investigating their perception on succession planning with regards to determine succession planning needs in the organization.

As with any HR program, a succession plan should have a project planner assigned to oversee it and ensure that the plan stays current. Without an employee dedicated to ensuring that the program is being utilized, there will be no accountability for the plans success. As found in this study, “without a designated program coordinator and known training needs, tracking of the participants” in succession planning “it is difficult and poorly performed. According to Person (1940) the planner must be temperamentally interested in details, and have capacity for analysis and synthesis” as well as “have both the management and employee perspectives in mind” in order to track future succession planning needs of the agency (Diamond 2006). Succession planning is an on-going activity that must be monitored once in place; it is something that “forms a subset of broader agency approaches to workforce planning which seek to ensure in general that the right people are in the right place at the right time to achieve successful business outcomes” (Australian Public Service Commission 2003). Having a single staff in place to monitor succession planning fosters a systematic approach in which the agency can implement the process.

4.2.7.1.2 Consult the strategic plan to determine succession planning needs

Seventeen (17)-30% respondents indicated that they were not consult on the strategic plan to determine succession planning needs and eleven (11)-24% agreed that they were consulted with the management on the strategic plan to determine succession planning need in their department however it was felt that very little attention was given to succession planning which resulted in the respondent preparing a

mentorship plan to cater for the departments succession planning. As mentioned building an inventory of skills throughout the organisation is important. This is done by first profiling employees and identifying their unique skill sets, education, certifications and experience as well as documenting employee career preferences (Cornerstone 2009).

4.2.7.1.3 Training on Succession Planning

The employees' were provided with questionnaire that intended at investigating their perception on succession planning with regards to; training received prior to complete the management development program in the organization the employees responded differently. The question was asking,

4.2.7.1.4 Receiving formal training prior to completing the management development program

The study reveals that some of the employees 34~ (61%) benefit/ receive formal training to completing the management development program in the organization, where 22~ (39%) they replayed they responded that they don't receive training to completing the management development program; For the sake of organizational formal training prior to completing the management development program all the stuff members have to be highly involved.

Additionally, the HR department has to set some initial criteria for the plan by recommending methods of training employees to ensure that they have the needed knowledge and skills to fulfill the requirements of critical positions within the agency, including a 40/5 workweek, in which employees spend 40 hours each week performing their primary job functions and five hours per week cross training to learn the functions and responsibilities of other positions within their program. While some programs within the agency are currently practicing succession planning, there is no cohesive agency plan, thus management cannot follow through with the process. Gaining the support of the top management is the first step in implementing a succession plan throughout the agency.

However training and coaching is seen to be the preference of the respondents as these activities are rated as ones and twos by the majority of the respondents. Completing a development plan as a document detailing those areas of each individual which need development as well as action plans to achieve the degree of growth/improvement agreed upon is important to develop employees (Deegan 1986).

4.2.7.1.5 Current needs, problems and practices at PO-PSM

In this section of the questionnaire the respondents identified the needs and problems with regard to succession planning in PO-PSM departments. Making the commitment by assessing and demonstrating the need for a succession planning program is emphasized as the first step the organisation's decision makers must systematically commit to plan for talent to assume key leadership positions or backup positions on a temporary or permanent basis. Succession planning and management is the process that helps ensure the stability of the tenure of personnel. The essential ingredients of a succession planning strategy that produces top results includes the proper mix of process, organisational knowledge, technology, and performance measurement; The use of succession planning to achieve corporate goals requires a combination of strategic actions, organisational capabilities, and enabling technologies.

4.2.7.1.6 PO-PSM'S values training and development

The question was asked to know if the employees' think that the organization values and benefits from the training and development programs in the organization, the response were as; 46~ (82%) out of 56 respondent indicated that (PO-PSM'S) values training and development programs, and are the one of results of the succession planning in the organization, however the rest said (PO-PSM'S) do not values training and development as the succession strategy program. Based on the study findings (PO-PSM) management should stress on financial constraints and effective communication to reduce the resistance of employees towards training and development programs.

Moreover majority of respondent indicated that succession planning was not integrated with other processes such as talent management, performance management, training and development. Respondents indicated that the career modeling action plan was not properly prepared and communicated it was too early to judge. PO-PSM can reinforce the importance of development across the organisation by communicating the action plan.

The findings of this question indicate that PO-PSM is in a position to develop a framework for succession planning at the PO-PSM. In doing so, it is recommended that PO-PSM communicate effectively with constituents, develop a formal succession plan and process, build on existing leadership and development activities, and involve departments and individuals throughout the entire succession planning process.

4.2.7.2 Effectiveness in developing employees

Training and coaching is seen to be the preference of the respondents as these activities are rated as ones and twos by the majority of the respondents. Completing a development plan as a document detailing those areas of each individual which need development as well as action plans to achieve the degree of growth/improvement agreed upon.

4.2.7.2.1 Leadership development through teaching

Consistent with the philosophy those managers are instrumental in developing the leadership pipeline, the organizations in this study require senior executives to teach classes and facilitate workshops on a series of leadership development. The PO-PSM leaders, who participates in discussing strategic planning and how each departments plan supports the system's strategic plan, reports that the "executive series" helps managers at PO-PSM understand other public sector perspective on operations, competition, financial indicators, and other performance issues.

Research on employees development programs at public organization supports the notion that managers must play an active role in developing the next generation of leaders through teaching experiences with high potential employees (Tichy, 2004). Dell and PepsiCo, Brands are just a few examples of organizations that have managers at various levels (including CEO) teach a range of classes to further develop their own leadership abilities and help build the organization's talent pipeline.

Many of the top leaders and human resource executives in the present study stated that the ability to teach and coach others was a critical leadership competency that their respective organization uses for selection decisions and leadership development planning.

4.2.7.2.2 Coaching and mentoring offered for positions directly above team leader/member

In consideration of the above question 57 percent of the respondents were offered coaching and mentoring for positions in their department while forty three percent did not. It is important to develop employees in a bottom-up sequence. The reason for the bottom-up sequence is, if you are a general manager wishing to determine the best back-up people for yourself and those reporting directly to you, you will wish to have in hand the documentation of evaluations carried out by those reporting to you concerning the people reporting to them in order to have up-to-date information to use in making your judgments. (Deegan 1986)

4.2.7.3 Identify Potential Successors

Safeguarding an organization's long term sustainability requires efficient talent management. Succession planning is a strategic management tool which can go a long way in ensuring that the organization can offset all possible risks posed by sudden vacancy in critical positions.

4.2.7.3.1 Identification for Key Position Successors

Identification for key position successors in a timely manner is important and the choice is crucial. A change invariably brings in consequences and in the case of an organization, the high stakes involved dictate terms of utmost caution and care. Identification of a successor could be done as an emergency process or a well thought out one with a long term perspective or a combination of the two. Organizations across the world, irrespective of their size or scale of operations are realizing the importance of talent management so that the right individuals are ready and equipped to be placed in the right positions as the need arises.

In the research respondents agreed that the supervisor is the most effective person to identify potential successors. Supervisors are the first line of managers and should have a direct and interactive involvement in identifying potential successors. There is a strong indication that Supervisor, Head of department and management are amongst the preferred methods. As discussed in literature succession planning begins with performance evaluation the purpose being to find those candidates suitable as successors to fill key positions in the organisation when required (Deegan 1986).

The findings bellow contains the findings of related questions. Question which was strictly directed to senior management through Interview and to the managers and supervisors through the Questionnaire was done. The question that say:

4.2.7.3.2 Department is potential successors identified for key positions

Before going on to identify the successor, the key roles and positions that are vital to the smooth functioning of an organization must be identified. It is extremely important that the organisation's vision, mission, future growth expectations, corporate strategy, culture and values are understood and ingrained into the succession planning model. Success of any such plan is contingent upon the top management's belief in it as a tool that can enable it to maintain strength and consistency in times of change. It also depends on aligning the talent to the corporate objectives.

All respondents indicated that this is not done. The literature emphasized the importance of linking or aligning succession planning with the organization's strategic plan and then making the gathered knowledge available across the organization ensuring that HR practices facilitate and do not impede the succession planning process (Rothwell 2005)

Developing internal successors and building a leadership pipeline is an often undervalued element to an organization's performance management process. Yet preparing your employees for future leadership roles and managing their ongoing performance through feedback at ALL employee touch points is crucial to an organization's overall success.

Once an organisation has determined the roles which are deemed critical to the achievement of organisational objectives, it then needs to gauge whether any possible successors exist within the organisation. Where the assessment of the critical role to identify what competencies, experience and abilities are required for the successful undertaking of the role at PO-PSM and the search of the organisation to identify if any potential successors exist within the organisation. Once these aspects have been identified the suitability and readiness of the potential successors to undertake the role can be assessed.

To fill a role successfully it is required to identify what it takes to be successful in the role. It is necessary what competencies, experience and abilities the person who undertakes the role should have. This may have been undertaken previously when the job has been recruited for in the past, perhaps the role has changed since then. Competencies are a key tool in the communication of what is required for the role. Not only will use of competencies fit in with any overarching framework that exists, but it will also allow the succession planning process at PO-PSM be as transparent as possible.

Competencies alone are not enough to define the role at PO-PSM as they can be perceived as too mechanistic. Past experience and qualifications should be identified at this point. However, this can be seen as an opportunity of defining the 'ideal' person to fill the role not necessarily an identical copy of the current person in the role.

4.2.7.3.3 Search for potential successors

The identification of possible successors can come from a number of sources depending on the nature of the role and the organisation. Where there may be a number of well known potential successors obvious in the immediate tier of the organisation. However the current occupier of the role and other senior managers could be asked to recommend potential successors and existing talent management or career management frameworks could be used to identify suitable candidates.

From the questionnaires responses, 72 percent showed that there is no structured talent management and career management at PO-PSM while 28 percent showed there is. In connection to the research findings there is the possibility that no potential successors will be identified. This may be an acceptable outcome, as there may be a desire to recruit externally of the organisation to bring in 'New Blood'. This outcome may not be desirable and may point towards weaknesses in other areas such as talent management and career management strategies within the organisation.

It is important to note an indication of likely successors is not a pre-judgement of any competition for the role at PO-PSM. If the critical role becomes vacant then an open and fair recruitment process must be held. The indication of likely successors should seek to provide management with assurance that potential successors exist.

Once the successors have been identified, the process of grooming is undertaken. The future career expectations and the inclination of the candidates to take on the roles are kept in mind, while designing a development plan. Talent management systems can appropriately identify strengths and gaps and help design a suitable plan.

Adequate incentives and compensation must be defined, but at the same time terms and conditions related to performance and expectations must be laid out clearly. The potential successors can be initiated into the bump and grind of on the job education by giving them greater responsibility, being led through development experiences and through encouragement for greater participation in critical decision making.

4.2.7.3.4 Readiness to undertake role

The requirements of the critical role and the current experience/skills of the potential successor can then be compared. Although unlikely, the potential successor may be ready to take up the role now. In which case not specific development will be required. Although, care may need to be taken to ensure that the potential successor is not frustrated in their current role. However most of the respondent noted that some of the successful candidates in succession planning fail in their new responsibility because they lack cooperation from the old working group especially when is of young age resuming higher responsibility in the organisation. Apart from, the potential successor may not be in a position to be able to fill the role now due to a lack of experience or skills. A development plan focusing on specific experience/skills should then be formulated and implemented in order to bridge the gaps in required experience/skills.

Managers must also be actively involved in identifying and codifying leadership talent across the organization. While avoiding the replacement approach to succession planning by adopting a long term perspective on identifying and developing leadership talent throughout the organization; and fully engaging managerial personnel in the talent identification and codification process.

4.2.7.3.5 Department is potential successors identified for key positions

The question was asked to know if the employees' Potential successors are identified for key positions and whether the training was offered to successors of key position in the organization, the response were as explained:

Almost all respondents (96%) indicated that potential successors were not identified and no training was offered for potential successors. Supervisors are the first line of managers and should have a direct and interactive involvement in identifying potential successors in the organization. There is a strong indication that Supervisor, Head of department and management are amongst the preferred methods. As discussed in literature succession planning begins with performance evaluation the purpose being to find those candidates suitable as successors to fill key positions in the organization when required (Deegan 1986).

An important finding related to avoiding the replacement mentality is resisting the temptation to designate an heir apparent for key executive positions. Best practice organizations resist the tendency to designate an heir apparent and focus on identifying and developing multiple potential successors for a range of positions (Fulmer, 2003). Although executive team members are expected to identify someone who could immediately serve in an emergency situation, most of the public organizations do not target individuals for executive succession.

We certainly have an expectation that in every key executive position, there is someone who is identified as someone who could step in on the short-term. I would say that it would be more the exception rather than the rule where there would be a kind of conscious commitment to groom someone for specific succession. The approach we take is to work on people skills development and leadership capabilities in general.

The general consensus among the employees in this study is that organizations are better served by investing the necessary time and effort in identifying and developing multiple high potential managers to ensure flexibility in key executive successions. Indeed, research shows that organizations with outstanding reputations for leadership development, adopt a very flexible and fluid approach to succession planning. In short, employees fluidly move on and off the list of high potentials and a diverse range of candidates is considered for succession, not merely direct reports.

Consistent with the present study's findings, Charan's (2005) review of CEO succession best practices describes the highly flexible process in which leadership evaluation begins in the first year of employment for managerial personnel while lists of high potentials are developed, debated, and regularly revised by multiple stakeholders, division heads, where the PO-PSM Human Resource department should be involved.

However high potentials receive assignments that truly stretch their abilities and expose them to new markets and consumers, outside executive coaching, 360-degree feedback, and a series of "visibility programs" in which they meet with the organisation's most senior leaders. As revealed many employees in the present study emphasized the importance of considering multiple candidates for a given vacancy and not devoting undue attention to the immediate direct reports as likely successors.

Also the enormous risks in identifying and developing a successor apparent include the possibility of that person leaving the organization before the position is available, the inflexibility that saddles the succession decision, and severely damaged morale and potential turnover of leadership talent not targeted for succession (Biggs, 2004).

4.2.7.3.6 Benefit of succession planning to organisation

The management, senior executives, and mid-career managers, with the support of human resource professionals, deliver the projects, assignments, and courses. Regarding succession planning, the employees reported that the many developmental benefits include exposing high potentials to several functional and product areas, providing invaluable working experiences with a variety of employees and colleagues, and collecting diagnostic data on high potentials' performance to inform the succession planning decisions. As managers' developmental needs change over the course of their career, executives task them with stretch assignments that address the organization's strategic issues and adjust the lists of high potentials according to their performance on such assignments.

4.2.7.3.7 Succession planning benefit to organization

All respondents (100%) indicated that succession planning will benefit the organization if the successors were identified and training was offered for potential successors. The organization can aligning strategic goals and human resources to enable the “right people in the right place at the right time” to achieve desired business results, development of qualified pools of candidates ready to fill critical or key positions, Providing stability in leadership and other critical positions to sustain a high-performing public service and ensure the uninterrupted delivery of services and programs, Identifying workforce renewal needs as a means of targeting necessary employee training and development, Helping individuals realize their career plans and aspirations within the organization, Improving employees’ ability to respond to changing environmental demands, and creation of opportunity for timely corporate knowledge transfer in the organization.

4.2.7.3.8 Important for (PO-PSM’S) to implement a formal succession planning system

General knowledge and education cannot replace the institutional knowledge and expertise that will be lost as senior employees retire”. Without a formal process, the collective knowledge and wisdom built by the baby boomers over decades of service could be lost to future generations of leaders.

Sixty one percent believed it was very important for PO-PSM’S to implement a formal succession planning system and thirty nine percent believed it was slightly important. Literature states that decision makers should clarify where key leadership positions exist in the organization by identifying key positions it will be evident where succession planning is (or will be) required (Rothwell 2005, Aberdeen Group 2007).

Implementing a formal succession plan is very important to ensure that all aspects have been looked at if something is to happen. The succession plan should also be reviewed annually to ensure managers’ suitability for positions and to ensure that all

aspects have been accounted for. In conjunction to a good succession plan it is also necessary to have a good performance management system to ensure that potential top managers are identified from within or to see where individuals can be improved or where skills should be recruited from outside. Duties should be delegated in such a way that the business can operate if one or more key persons are absent thus employees should be multifunctional and flexible.

The lack of qualified internal candidates may force organizations to turn to outsiders, bringing in more business minded executives to fill key leadership roles. These individuals, while qualified, will not be familiar with the particular challenges, opportunities, and nuances of the PO-PSM. This unfamiliarity of external candidates with the internal environment is also highlighted by Santora, Caro, and Sarros, (2007) and Adams, (2004). Dodd and Simon particular many benefits to be derived from a succession planning process such as identifying key strengths and weakness of both the organization and internal candidates, higher employee retention rates, and more qualified internal leaders. These benefits were also identified by Reille and Kezar (2010) in their article on community college succession planning. Finally, dealing with internal resistance to succession planning (Wolfred, 2008) and suggest that an outside facilitator might be brought in to allow for an unbiased approach.

Formal succession planning is a systematic approach for preparing employees at lower levels to handle the responsibilities of next higher levels in the coming years. The process involves a lot of serious planning and careful HR forecasts in identifying the capable employees who have the potential to be promoted to next level in the hierarchy. It provides a logical approach for succession of top notch positions by the next lower-level employee. It is all about identifying the skills and competencies and potential of an employee so that he or she can be deployed at different jobs in the time of crisis. Succession planning gives the answers to all the questions regarding preparing an individual for the next level in the organizational hierarchy. It helps HR specialists in knowing and understanding why a specific individual should be developed and trained to promote to the next level.

It reduces the randomness in organization's processes and managerial development movements and establishes formal steps and actions, policies and procedures to support the process of selecting the CEO and other top management executives. A formal succession planning process is a proactive approach to fill a top position. It helps HR professionals to anticipate problems in the process before they get started. This is very important to avoid negative and dysfunctional situations. It fosters cross-functional development and facilitates the integration of HR planning components, processes and procedures. Not only this, it supports connecting formats, guidelines, analyses, judgments and discussions at their front.

Formal succession planning helps in further exploitation of computer systems, HRP software applications, HR tools and techniques in order to support the identification, development and training of the individuals. It helps HR managers in overcoming the limitations of reactive management approaches and fosters pro-active management approaches to make organization a better place to work. It establishes a logical basis for making choices among qualified candidates. Who should be selected, why they should be selected and what skills and competencies they own and what needs to be developed in them are critical factors while identifying the employees for succession planning. The process establishes a specific connection between the organisation objectives and HR strategic planning. Along with this, it also increases internal promotion opportunities in the organisation.

There was a perception amongst some respondents that some may feel threatened by a formal succession planning process; they might fear that they would become "irrelevant" or be replaced by new and younger employees. Communication, inclusiveness and transparency were seen as critical to success, and for the support of all stakeholders. However transparency was viewed as an important component and communication was seen as essential to success. It was thought that continuous and repetitious communication through various channels would ensure that everyone is informed of the succession planning process and has equal opportunity to participate.

4.2.7.3.9 Successful promotions records

Every organisation employs staff and creates personnel records. Staff is among an organisation's most important, and usually most expensive, assets. Like any other asset, staff is a resource that must be deployed to maximum advantage of the organisation. The proper management of personnel records can make a significant contribution to this objective by ensuring that information is available to take decisions in succession planning and to protect the rights both of the state and individuals. Moreover, because personnel systems are closely linked to payroll systems, improved personnel records will have a positive impact upon payroll management and thus upon the overall budget of the organisation. A personnel records system should run effectively whether it is in a purely paper-based environment or in the emerging electronic environment.

The head of every organisation needs to know how many people work for him or her, who they are, where they are, what responsibilities they have and how effective they are. Human resource planners also need to know the qualifications, competencies, dates of promotions and retirements of staff. Without this information it is impossible to deploy and manage staff effectively.

The question was asked to know if the employees' Potential successors are recorded to successors of key position in the organization, the response were as follow: Fifty percent of respondents indicated that promotions were recorded and fifty percent indicated that promotions were not recorded at PO-PSM, and all respondents (100%) indicated that they did not have a ready list. With all respondents (100%) agreeing that they had superior performers leaves the organization due to lack of opportunity.

In this section of the questionnaire the respondents identified the needs and problems with regard to succession planning in their departments. Making the commitment by assessing and demonstrating the need for a succession planning program is emphasized as the first step the organization's decision makers must systematically commit to (Rothwell 2005). The essential ingredients of a succession planning

strategy that produces top results includes the proper mix of process, organizational knowledge, technology, and performance measurement (Aberdeen 2007).

Senior managers at PO-PSM need to recognize that personnel records must be kept for long periods. However in many cases the technical mechanisms for such preservation have not been fully resolved. The organisation must have both a strategy and the institutional capacity to maintain the records securely over time and to ensure that they are accessible. Failure to do so will place the organisation's long-term memory at considerable risk, with significant financial and legal implications.

4.3 Determining organisational requirements

It's a common fallacy that an individual who is doing a good job in his or her current position is ready for promotion. The succession planning team needs to determine the leadership and management requirements for each critical position in the company, and then determine if there are high performing employees who meet that detailed criteria. If the identified candidates do not yet have the full range of required skills, the succession planning team must determine the training or work experience that will help fill the gaps.

Assessing talent regularly is also important because, filling one position typically creates a cascading effect that involves a number of employee moves. The company must be ready to act in order to keep positions filled and employees moving properly on their development path. In some cases at PO-PSM, an employee may need a horizontal move to fill gaps in their skill set, or a diagonal move to help round out experience for two positions down the line. For this reason, it is important that the organisation's culture recognize the fact that development often occurs via a "career lattice" rather than a "career ladder."

4.3.1 Cultivate Talent from within

With this study it was identified that it is critical for organisation to identify potential top management from an early stage and to communicate such plans throughout the

organisation. These career plans of employees should be updated annually to identify possible gaps and opportunities. This can be substantiated by research that was done by Hill, 2009 where he states that when building talent from within the organisation, there is less of a learning curve when moving people into new positions. Talent from within can also get right to the point and can focus on what they need to do to be successful. By promoting employees from within, organisations provide more opportunities for people from within the organisation to grow develop and move on (Hills, 2009).

4.3.2 Determining Organisational Goals

There is no willingness to devote resources to cultivating talent. Respondents indicated that there was a preference to fill vacancies from within. By determining the organisational requirements PO-PSM can utilise the succession planning model to deliver on top management goals for the organisation.

Goals serve as guidelines for action, directing and channeling employee efforts. They provide parameters for strategic planning, allocating resources and identifying development opportunities in the organisation. Moreover goals provide constraints in the organization; choosing certain goals reduces discretion in pursuing other goals. Also goals act as a source of legitimacy by justifying an organization's activities and existence. For new organizations the struggle for legitimacy is great; however maintaining legitimacy is easier but still, some organizations do lose legitimacy. Goals define standards of performance in the organisation and to the extent that goals are clearly stated, they set standards for evaluation. Additionally goals provide a source of motivation in the organisation; and by presenting a challenge and how to achieve it, organizational goals act as behavioral incentives.

4.3.3 Succession Planning as Corporate Key Strategy

Taking a broader view of succession planning, most organisations are aware of the need for it, as a way of providing the next generation of talent to ensure their continued success. There is now widespread agreement that the ability to identify

grow and retain a stable, talented workforce can lead to a vital source of competitive advantage. And it's not just about top management roles any more - with high rates of employment and skills shortages in many areas, there is an increased need to look beyond the high-flyers and to consider the key knowledge and skills needed throughout the business.

Succession planning as a corporate key strategy refers to how the organizations perceive and place importance on succession planning for their future survival and maintaining competitiveness. Not surprisingly, all interviewees realized the importance of succession planning and thus considered succession planning as a key strategic plan for the future. The interviewees expressed the importance of succession planning as a key strategy for the entire organization or a key function of HR.

4.3.4 Part of Strategic and Workforce Plans

Succession planning should be communicated in the agency's strategic and workforce plans, including a written purpose statement and measurable goals (Washington State Department of Personnel 2006). A strategic plan outlines the mission of the agency, as well as its direction and focus. The workforce plan is a component of the strategic plan which provides detailed information on the agency's current and future workforce. In planning for the agency's future workforce, strategic planning is a key element and is necessary for identifying which positions will be included in the succession plan.

Succession planning was identified, through a written purpose statement, in the PO-PSM Workforce Plan as a process that should be implemented in the future. This purpose statement included a measurable goal of implementing a succession planning process. Information gathered for the Workforce Plan identified positions that are at the highest need for succession planning. In the Workforce Plan, the agency stated a commitment to implement a succession planning process by the next biennial workforce planning reporting cycle.

4.3.5 Focused on Individual Attention

Succession plans should be focused on individual attention. Involving employees in succession planning on a personal level, through incorporating it in their performance evaluations and communicating career path opportunities, ensures accountability for and participation in the process. Through the performance evaluation process, employees are able to voice their goals and desires for career advancement and make choices, such as what training they need to obtain the necessary knowledge, skills, and abilities to meet the requirements for higher level positions.

The Director of Human Resources stated that succession planning at PO-PSM should be focused on individual attention and flexible so as to effectively meet the needs for each specific position. Each position throughout the agency has different demands on an employee's time, meaning that some positions afford employees the opportunity to participate in job rotation, while other positions are more suited to formalized training and certification. However, due to employee scheduling demands, PO-PSM's financial division does not have sufficient time to rotate employees. Instead, the financial division encourages their employees to seek certifications that will allow the employees to advance in their respective career ladders. Additionally, employees throughout the agency are notified of training opportunities as they are available, and employees are encouraged to participate in any trainings which they feel they would benefit from.

In examining PO-PSM's employee performance appraisals, it appears that the agency does measure employee growth as part of the employee's annual evaluation process, although being a public entity, PO-PSM is not authorized to rate an employee's performance based on criteria other than those requirements set forth in the employees specific current job description. PO-PSM has incorporated employee growth into performance evaluations by giving the employee and their supervisor the opportunity to collaborate on three of the criterion on which the employee is evaluated. With the employee's approval and input, the three criterion measure the

employee's performance on projects that fit within the employee's job description, but highlight skills of the employee that would be relevant to their career advancement. Additionally, the agency's commitment to providing employees with information to their individual career goals by documenting methods for them to achieve their desired job advancement.

4.3.6 Integrated Planning

The process involves having a clear understanding of the organisation's long-term goals and objectives, matched with knowledge of the current capability and development needs of staff and an awareness of what's happening in the labor market. Incorporating succession planning into all aspects of business takes time and effort, but there can be considerable advantages, including: more motivated staffs, more effective deployment, effective transition between roles, preparation for bigger roles, better retention of valued staffs and improved capability to deal with a crisis or disruption. Effective succession planning will ensure that there is always someone suitably qualified and skilled ready to fill any gaps that arise, whatever challenges the organisation faces. However, even forward-thinking organisations may be so focused on driving the business forward that they overlook the need to ensure that the right people are being developed or recruited. (Tichy, 2005).

The respondent spelled that the truth is, of course, that succession planning is not easy to do and even harder to do well, especially when you are trying to address the needs of the whole organisation. If aligning your workforce with organisational goals was that simple, everyone would have done it by now. However at PO-PSM the challenges are numerous: how will it fit with other processes such as performance management, training and development programmes; how to match organisational needs to personal career aspirations and mobility; how to ensure that the assessment of staff potential is consistent across the organisation; how to keep information up to date and so on.

4.3.7 Decision makers to devote resources to cultivate talent from within

From the questionnaire respondents indicated that there is a small sense of willingness to cultivate talent from within. With the other indicating that there is no willingness at all to cultivate talent and emphasis is more on reaching targets and what the employee is capable of doing now and not that of the future.

This study also found that there were disparities that were identified between what was experienced by top management as value adding to the organisation and what was implemented. Organisation showed that they did do succession planning for specific top management positions, but not at sufficient level. Hewitt (2009) argues that planning a good succession plan takes a lot of input and expertise. As good succession plan considers the whole spectrum of the organisation not only in the boardroom but also on the shop floor (Hewitt, 2009).

Grooming, training and development of potential top managers was also not used to give these individuals the proper tools to fill their positions as is illustrated, thus creating a skills gap. Galagan (2010) states that an organisation can no longer grow or remain competitive when it cannot fill critical positions, as an unprepared workforce can hamper the performance and growth of an organisation (Galagan, 2010).

Researcher draw a clear distinction between utilizing current employees and acquiring new ones with a particular set of skills from outside the organization to meet succession planning needs. Neither strategy is advanced as preferable, but the author concludes that a mix of both will be needed to optimize the succession planning process, which he describes as “smart talent management” (Hills, 2009). Many of the findings regarding in-house talent development are confirmed in other succession planning research and articles, especially Barnett and Davis (2008) and Santora (2004). Hills offers a new perspective and new research on the topic of succession planning which will be of value to not only senior HR professionals, but to any organization seeking to undertake a succession planning process.

4.3.8 Decision-makers prefer to fill key position vacancies from inside rather than from outside the organization

This study found that 42 respondents indicated that there is a preference to fill from within. 8 indicated that it depends on the position and the availability of the candidates that internal recruits have an advantage of understanding the business and external recruits can bring in new ideas. While six respondents indicated that often positions are filled for the sake of filling and obvious candidates are overlooked because of the administrative burden, which would be caused by the appointment.

The study showed that organisation however show preference to recruiting in outside talent and developing inside talent. The deduction is that both these methods add value. Inside development of talent adds value to a organisation's pool of potential top managers by giving them the proper training and also grooming them for the position. Whereby recruiting in talent brings in new fresh skills and ideas. Seymour (2008) also supports this notion in his research as he shows that recruiting in talent keeps pace with changing market demands, that specialised skills are acquired and that it brings in fresh perspectives. He however argues that it is expensive and the new talent is unproven (Seymour, 2008).

As mentioned in literature determining organizational requirements should begin by interviewing top managers with regards to the essential requirements of a succession planning program (Rothwell 2005). To pursue succession planning, senior management buy-in is critical. (Aberdeen 2007)

4.4 Linking succession planning to organisational and human resource strategy

As the definition of the SP&M program indicates, succession planning and management is a systematic strategic plan for the future, which inevitably relates to the organization's business strategy. Hence, interviewees described their succession planning and management program in connection with their HR strategies. Interviewees explained that they plan and implement a localization strategy. One of their objectives was to attain, develop and retain local talent.

Majority of respondents felt that it would be good to establish a plan to meet succession planning needs through individual development plans. All respondents indicated that potential successors were not identified in their departments. It was indicated by all that training was not offered for potential successors.

It is suggested the following implications based on the detailed results of this study. First, for an effective succession system, top management involvement is essential. Findings showed the degree to which top management involvement correlates with outcome. Second, human resource review was a crucial process in the succession system. Third, the internal staff's role in the management of the succession system is necessary. The staff must do the background work—facilitating, coordinating, but not leading. Fourth, a well-developed cadre of management talent is essential for an effective succession system. Fifth, human resource strategy and organisation strategy should be integrated (Friedman, 1986).

4.4.1 Establishing Strategies for Rolling out a Succession Planning Programme

Majority of respondents were not aware of any strategies in place for rolling out succession planning except for the graduate recruitment programme. Respondents felt that strategies such as career modeling and performance management were not value adding to succession planning as it was still in the implementation stages. Majority of respondents indicated that stakeholders were not actively involved in their career planning.

4.4.1 Establishing a plan for meeting succession planning needs through individual development plans

The question was asked to know if the employees' are established a plans for meeting succession planning needs through individual development plans in the organization, the response were as tabulated below in the table 4.5.

Table 4.5: Establishing a succession plan

Total Sample	Variable	Frequency	Percent (%)
N=56	Very good	44	78
	Somehow good	8	14
	Not important	4	8
	Total	56	100.00

Source: Case study data, 2014

As taken from questionnaire 44 respondents indicated that this would be good and will create positive attitude among staff, however expectations should be realistic. Eight respondents indicated that somehow good that means future leaders should first be identified and then placed on a program and the remaining four respondents they said, it is not important to them to establishing a plan for meeting succession planning needs through individual development plans.

4.5 Forming Succession plans

The bottom line is that an effective succession planning program will not magically appear with the inception of the program. Organizations face pressures in identifying, developing and retaining talent that will not dissolve with the purchase of technology solutions. They are starting with the right first step in positioning succession planning as a key retention strategy. These organisation needs a wakeup call to jumpstart their leaders into viewing succession planning as a priority and make a commitment to work on improving the process.

4.5.1 Succession planning process

According to Hellriegel; Jackson; and Slocum, (2001) the first stage of the staffing process, human resources planning, involves forecasting the organizations human resources needs and developing the steps to be taken to meet them. It consists of setting and implementing goals and action needed to ensure that the right number and

type of individuals are available at the appropriate time and place to fulfill organizational needs.

Some of the tools and techniques used for planning and forecasting these needs are competency inventories, job analyses, replacement charts and expert forecasts. There are many tools available to assist in the human resource planning process, one of which is succession planning (Hellriegel et al, 2001).

The question was asked to know if the organization has strategies are in place for developing out the succession planning process in the organization, the response were as tabulated in table 4.6.

Strategies are in place for developing out the succession planning process

Table 4.6: Succession Planning Process

Total Sample	Variable	Frequency	Percent (%)
N=56	There is strategies	0	0
	No any strategy	2	4
	Not aware	54	96
	Total	56	100.00

Source: Case study data, 2014

These responses indicate that organizations still have a long way to go, 54 respondents indicated that they are not aware of any strategies in place for developing out the succession planning process. Two respondents indicated none except for the graduate recruitment program. The organization is facing a lot of challenges these falls under two categories: challenges with the process and challenges with the technology. Challenges with making the process work include inability to locate or create a pool of active and passive candidates and lack of interest from senior executives. Meanwhile, lack of assessment tools and lack of succession planning tools and career development tools were indicated in the study

as examples of the challenges. These concerns in succession planning represent a broader challenge in human capital management, i.e., getting the talent needed and addressing the talent requirements for the future.

4.5.2 Career modeling and performance management system

Performance management is the process of creating a work environment or setting in which people are enabled to perform to the best of their abilities. Performance management is a whole work system that begins when a job is defined as needed. It ends when an employee leaves your organization. Performance management involves more than simply providing an annual review for each employee. It is about working together with that employee to identify strengths and weaknesses in their performance and how to help them be a more productive and effective worker.

Discussions with employees indicate that, additional challenges with succession planning include lack of support by top management. Succession planning needs to be aligned with the organization objectives of the organization. Top and other senior management involvement is a critical step. Succession planning will not become an organization wide initiative if the management is not involved and playing an active role in ensuring a more cohesive succession planning initiative.

4.5.2.1 Organizations strategies are value adding to succession planning, i.e. career modeling and performance management system

Fifty respondents indicated there is no career modeling and performance management system at PO-PSM and two indicated there is modeling and performance management system at PO-PSM. However two respondents indicated that it was too early to tell if these strategies were value adding. Another 2 respondents indicated that career modeling could add value if managed properly, and the performance management system was not adding value, it rather distracted the department from core function and only focused on certain aspects.

4.5.3 Stakeholders Involvement in Career Planning

A succession planning program will be effective only when it enjoys support from its stakeholders. The stakeholders should not only perform succession planning for it to work, they must own the process (Rothwell, 2005).

A formal process involves a way to identify, assess and develop leadership candidates to potentially succeed current leaders in order to ensure organization continuity. Sounds like a simple concept but in reality, succession planning will not happen overnight. It takes time, commitment and involvement from every employee from the CEO, to HR professionals to front line managers. Organizations need to start with the basics before investing in technology, such as involvement from executives, creating a performance culture, and having a bottom-up approach.

4.5.3.1 Stakeholders involved in their career planning

The public sector is generally the largest organisation in a country, because of its size and complexity, the public sector often faces considerable problems in maintaining an accurate and up-to-date record of its employees regarding succession planning. This difficult, in turn, can result in excessive expenditure on the one hand and injustices to individual staff on the other.

The primary stakeholder for succession planning in the public sector is the state itself, which creates personnel succession through its agencies, the government departments, for its own purposes. In any organisation, staffs are the primary asset, and the state is no exception. It needs to ensure that this asset is deployed to maximum advantage. The state exercises this interest through a variety of public sector organisations, which are likely to include some or all of the departments or ministries. It is of primary importance to identify those people who create, use and are affected by succession planning process, in order to ensure their needs are met as management systems are improved; these people are known as stakeholders.

From the research 54 respondents indicated that there is no stakeholder's involvement in career planning and two indicated that they should be with the new

career modeling being implemented. The literature states that stakeholders must own the process (Rothwell 2005). Being forward looking organisation and focusing on career planning and development demonstrates the organisation's vision and commitment to its employees (Aberdeen 2007). Organization's need to align, engage, and measure who it really is as a organisation, because that is how it will enable the work force to deliver the right customer value (Gubman, 1998).

4.6 Formulating and communicating the action plan

Succession planning recognizes that some jobs are the lifeblood of the organization and too critical to be left vacant or filled by any but the best qualified persons. Effectively done, succession planning is critical to mission success and creates an effective process for recognizing, developing, and retaining top leadership talent.

Preparing for the loss of key leaders to retirement, preventing the loss of high potential talent to competitors, and strengthening the pipeline places increased emphasis on the need for succession planning and the communication of an action plan that all are aware of (Aberdeen 2007).

Majority of respondent indicated that succession planning was not integrated with other processes such as talent management, performance management, training and development. Respondents indicated that the career modeling action plan was not properly prepared and communicated it was too early to judge. PO-PSM can reinforce the importance of development across the organisation by communicating the action plan.

4.6.1 Succession planning is integrated with other processes of talent management including performance management, training and development, compensation, and assessment

Four respondents indicated that; succession planning is integrated with other processes of talent management, fifty respondents indicated that in the department no succession planning is in place. Two indicated that it should be. According to the

literature the most effective development strategies are combinations of several development methods (Busine & Watt, 2005; Byham, Smith, & Paese, 2002). In this study, most interviewees used several methods. Still, the major method was traditional classroom leadership training.

4.6.2 New career modeling can help organizations plan appropriately for key position voids as well as to identify, develop, retain, and allocate key talent

Most of respondents (80%) indicated it was too early to judge. Others indicated that it would help to give the identified person the necessary training. Few (4%) indicated that due career modeling was not fully implemented and the purpose is to retain staff with important skills and pay them according to their skills and knowledge.

4.7 Training and counseling managers

Succession planning is no longer viewed as a stand-alone process. When investing in technology, these organisation need to find a solution that is linked to areas such as compensation, goal alignment, performance management, training and development. These solutions should be competency-based and include a reporting and analytics component.

4.7.1 Provision of training and counseling to team leaders with regards to issues concerning succession planning and a succession planning coordinator would be useful for organization

Forty eight respondents indicated there was no provision of training and counseling to team leaders with regards to issues concerning succession planning in the organisation and eight indicated training and counseling were provided to team leaders with regard to succession planning. However all respondents indicated that a succession planning coordinator would be useful respectively. Literature indicates that the succession planning coordinator can serve an invaluable purpose for improving succession planning practices as well as to counsel on personnel issues that executives may be reluctant to bring up in group meetings (Rothwell, 2005).

4.8 Evaluating the succession plan

In determining how succession planning impacts the bottom line. If organizations are not taking the time to measure the impact of these initiatives, they are unlikely to recognize the organizational value of succession planning. Since organizations still use an ad-hoc approach to evaluating their succession planning initiative, they need to rely on key performance indicators to provide them with information on the success of their program in the organization.

Regular assessment of progress against a goal will allow organizations to modify strategies and applications. Measures of success are when one or more well-qualified internal candidates are prepared and ready to assume key jobs (ready list). There is a record of successful promotions (or lateral placements); and few superior performers leave the organization because of 'lack of opportunity' (Brooks, 2005).

Companies have several options for "growing their own leaders." In order to be effective, organizational charts are not enough. Best in Class organizations look for solutions that include functions such as 9-box models, candidate profiles, performance, competency and development needs and scenario planning to plan for the future needs of their workforce. These tools when used together offer a more powerful succession planning initiative. Succession planning is no longer effective as a stand-alone function. A robust solution will be able to integrate all of these areas as well as areas such as goal alignment and compensation to cover the employee lifecycle.

From the study most of the employees explained that; at each performance review, management should let the employee know how they are doing. It is often helpful to assign a numeric value on a scale, rating the employee from "not meeting expectations" to "meets expectations" to "exceed expectations." Also to provide feedback on their performance; to be as specific as possible, noting key examples of when they demonstrated a certain quality. Having a dialogue about the consequences or rewards of their performance; to let them know if they are on probation, to be

informed if are getting a raise in pay, changes in vacation days, or any other relevant action. Through discussion any problems they may be having can be solve and to listen to their concerns or worries as you talk through potential solutions. At this point potential successor may be in a position to be able to fill the new role because they will be equipped with required knowledge and experience or skills.

4.8.1 Organization succeeded in cultivating and grooming internal successors, and processes in place to support

The questions was asked to know if the organization has succeeded in cultivating and grooming internal successors, and are processes in place to support this in the organization where all respondents indicated no. Grooming, training and development of potential top managers was also not used to give these individuals the proper tools to fill their positions as is illustrated, thus creating a skills gap. Galagan (2010) states that an organization can no longer grow or remain competitive when it cannot fill critical positions, as an unprepared workforce can hamper the performance and growth of an organization (Galagan, 2010).

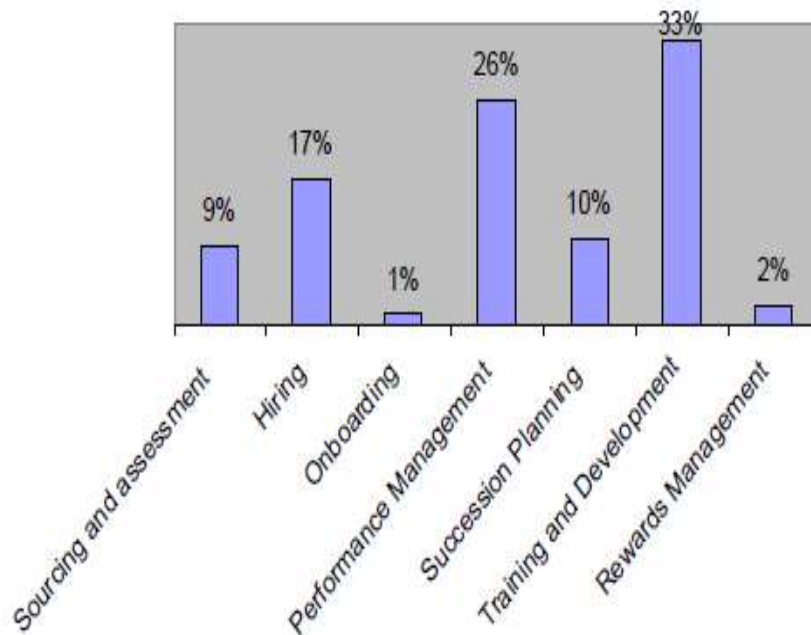
4.9 Common Mistakes

Organizations still failing to make succession planning a top priority

As from the research literature it can be inferred that they has been a transformation in succession planning. Empirical data were collected keeping these propositions in mind that Organizations are investing in other processes of talent management over succession planning. (Figure bellow) The implication is twofold. First, they will lose high potentials that were identified in the pre-hire stages. Second, they are also risking the success of their talent management initiatives by failing to link them with succession planning. Succession is vital to retaining leadership talent, but in order to achieve these objectives, these programs must have been in place for a long period of time. The initiative and the will to make it work do not immediately correlate to sudden job retention; therefore, many companies do not have the patience to recognize its value. Companies can overcome this obstacle by linking succession planning to other key areas that will make the employee lifecycle a complete

experience. Follow-up interviews with end-users reveal that they are looking for a holistic approach to succession planning.

Figure 4.1: Talent Management Processes



Source: Adapted from Aberdeen, 2006

Succession plan horror stories abound. Most succession planning mistakes, which can produce a host of unintended consequences, can be attributed to poor planning, lack of foresight, and inattention to detail. Others can be chalked up to owners who lack commitment to the process. They fuel dissension by wavering and failing to follow through.

In many ways, succession planning resembles any other strategic or business plan that companies undertake to identify new customers or markets. All require analysis, planning, commitment to implementation, monitoring, periodic evaluation, and adaptability, as well as buy-in from owners, family members, and key employees. Failed plans lack these components or inadequately focus on them.

An effective succession plan should not be considered an end. Rather, its continued success requires that it be viewed as a beginning.

4.10 Conclusion

The study found that there was a gap between perceived and actual status of succession planning in the organization under the study. It further revealed that there was no preference to recruiting from outside versus developing inside talent in preparation for succession planning. This finding can provide guidance to other organizations owners while making their succession planning, while it provides opportunities for managers. Most of the top managers indicated that organization had no succession plan or exit strategy. This finding has serious implications for the organization studied and must take succession planning very seriously, otherwise they will come to a halt suddenly when the leader leaves the organization for whatever reason, either due to natural death or otherwise. Organization studied did not put plans in place to groom, train and develop top managers.

The most crucial succession planning components were identified in the research findings as top management support, identifying leadership core competencies, identifying high-potential talent and top performers, establishing career and personal development programs, and review, evaluation and measurement of the succession planning program (Greengard, 2001; Wallace, 2004; Rothwell, 2005). These components were further validated by the questionnaire results and the interviews that were conducted.

4.11 Recommendations for Organizations

Although it is an employee's responsibility to manage his or her own career but times have changed and it is now employer's responsibility too to provide their employees with tools and techniques, professional career guidance and opportunities so that they can enhance their skills and re-invent themselves. It is employer's responsibility to create an environment that supports continuous learning and overall development of individuals. It can be done through professional training, associations, workshops, etc. Organizations such as Motorola, Intel and Ford are known as people developers just because they offer supportive environment to their employees. The organizations must make arrangements to provide additional training

such as orientation training, core training and computer training in order to increase employability of the employees. Along with this, they should support this with a proper reward system. Before hiring new candidates or outsourcing, organizations must try to redeploy their already existing employees and teach them new skills. They should assist employees in striking a balance between their work and non-work life so that they can produce better output at work.

CHAPTER FIVE

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents summary of what had been studied to meet the researcher's objective, conclusion and policy implications in according to the research findings in previous chapter. It also provides recommendations, suggestions and a room for further research on other aspects in relation to that study.

5.1 Discussion

5.1.1 Employer related factors

Employer related factors and succession planning practice the organisation uses to ensure successors are available to fill critical positions. There are many reasons why organizations need to be thinking about succession planning. The most important reason, of course, is that we rely on staff to carry out our missions, provide services and meet our organization's goals. We need to think about what would happen to those services or our ability to fulfill our mission if a key staff member left.

The impending retirement of the baby boomers is expected to have a major impact on workforce capacity. Vacancies in senior or key positions are occurring in numerous organizations simultaneously and demographics indicate there are statistically fewer people available to fill them. Baby boomer retirements are on the rise just at the time when the economy is growing and increasing the demand for senior management expertise. There is no emerging group of potential employees on the horizon as in past generations (i.e. baby boomers, women entering the workforce, large waves of immigration). Many organizations eliminated middle manager positions during restructuring in the 1980s and 90s and no longer have this group as a source to fill senior level vacancies. Younger managers interested in moving up do not have the skills and experience required because they have not been adequately mentored. This is because middle managers, who would normally perform this type of coaching role, were eliminated. With careful planning and preparation,

organizations can manage the changes that result from a generational transfer of leadership as well as the ongoing changes that occur regularly when key employees leave an organization. Although the type and extent of planning will be different, organizations both large and small need to have some sort of succession plan. Effective succession planning supports organizational stability and sustainability by ensuring there is an established process to meet staffing requirements. Boards and executive directors can demonstrate leadership by having the strategies and processes in place to ensure that these transitions occur smoothly, with little disruption to the organization. Nemethy, Les (2011)

5.1.2 Employee related factors

Employee related factors and their impact on the benefits of effectiveness of succession planning in organizational recruitment and replacement. This study was to determine the relationship between employee's related factors and succession planning in organizational recruitment and replacement. Succession does not always unfold as the owner envisioned for example with a trusted successor stepping in once the owner reaches a ripe old age. Instead, the owner may suddenly die, become incapacitated, or receive an employment offer too good to refuse perhaps to become a university president or take a high-level government post. In these cases, business owners or their families may enter crisis mode, making hasty, and often ill-advised, decisions. Effective succession planning creates a stable and sustainable platform that helps to guide the company forward with a solid management team to assure management succession and an ownership structure that removes uncertainty about ownership succession. As we will see, ownership succession and management succession are two very different matters.

An added benefit of effective succession planning is the stability it offers lenders, investors, suppliers, vendors, and customers. It also preserves and protects one of the most critical, expensive, and often overlooked assets of any business-its people, who possess a wealth of experience, knowledge, and intellect. Partly because effective succession planning can serve as a powerful hiring and retention tool, it can perform

double duty by also helping to address challenges that seem more pressing, like growing the business and beating the competition.

Like any other business strategy, succession planning is a tool and a process, not a cure-all. Effective succession plans will not singlehandedly bring a business new customers, greater profitability and market share, or improved employee relationships.

5.1.3 External related factors

External related factors and their impact on individual's perception on the effectiveness of succession planning in organizational recruitment and replacement

This study was to investigate the relationship between external related factors and its impact on succession planning in organizational recruitment and replacement PO-PSM'S. How individuals perceive the effectiveness of succession planning practice and process, at (PO-PSM'S).A succession plan, simply put, is a component of good HR planning and management. Succession planning acknowledges that staff will not be with an organization indefinitely and it provides a plan and process for addressing the changes that will occur when they leave. Most succession planning focuses on the most senior manager - the executive director, however, all key positions should be included in the plan. Key positions can be defined as those positions that are crucial for the operations of your organization and, because of skill, seniority and/or experience, will be hard to replace.

Whenever size and resources permit, a succession plan should involve nurturing and developing employees from **within an organization**. Employees who are perceived to have the skills, knowledge, qualities, experience and the desire can be groomed to move up to fill specific, key positions. Organizations should:

Assess their current and future needs based on either their strategic plan, goals and objectives, or priority programs and projects. Match these to the capabilities of the

existing workforce. Develop a plan to manage the gaps that will arise when individuals in key positions leave or are promoted. The plan will generally include a combination of training and developing existing staff, and external recruitment.

5.2 Implications of this Study

Conducting a study of this sort led to many implications of different kinds. The process of using existing theory as a base in this case-study has led to theoretical implications, which are discussed below. Most of all it resulted in implications for the specific subject of research, conducting a specific case-study of this sort has led to a focus on critical issues and improvement areas of particular succession planning implementation. These implications are to be communicated in the managerial implications as advice for PO-PSM. The methodological implications are important to discuss in order to understand the true essence of this study and what could be done in a different manner to facilitate the best possible research. These implications led to indications for further research within the same field of study.

5.2.1 Theoretical Implications

There are endless theories dealing with management and related issues, however most of them seem to agree on the importance of managers when it comes to succession planning. Looking at the relation between the theories of choice and the case-study of PO-PSM, it is evident that the majority are applicable and valid. There is a clear connection between feelings and reactions for both employees and managers when it comes to the process of succession planning. One of the strongest views suggested in theory when it comes to succession planning is the implication of involving all individuals. The significance of feeling important is an underlying theme in succession planning theories and the outcomes and affects of succession planning is more likely to be viewed positively if it is communicated in a unified manner. When comparing these underlying issues from theory to this specific case-study, it becomes evident that these key issues are critical concerns also in reality and this specific case-study. Despite the fact that PO-PSM implement succession planning, they are a large organization, they keep their employees for relatively very

long periods of time. Also, this particular succession planning has for some people created a lot of frustration due to lack of involvement and information but regardless of this, the employees are loyal and look brightly on the future for PO-PSM.

5.2.2 Methodological Implications

It is easy to be critical when looking back at the methodology of a study and questions arise about the result if another road of method had been chosen. Concerning this study the time aspects were the most obvious obstacles in the choice of method. First, as discussed earlier the preferred way to study succession planning is to conduct empirical data collection before, during and after the succession planning was implemented. This would allow for a non-biased view of how people viewed the situation before the succession planning. Further, if more time was available an even larger sample of in-depth interviews would have been conducted and perhaps a second follow up meeting with these would have been preferred.

The very purpose of this study was to investigate the effectiveness of succession planning in organizational recruitment and replacement at PO-PSM'S, and if more time was available an interesting focus would have been to conduct a quantitative survey with members of the groups in the line. This would be of interest since it could support the conclusions made about the employees perception of succession planning or indicate what the employees perceive is of concern i.e. time with subordinates and such might in fact differ. Also, it would have been valuable not only looking at the succession planning from the sub-ordinates perspective and also how upper management looked upon and perceived this particular succession planning. Finally, looking at similar situations in different organizations in order to benchmark the implementation processes and effects would have been an interesting way to analyze the succession planning.

5.3 Conclusions and Recommendations

For any organisation that thrives on the dynamics of constant change, success comes to those who have the foresight and the ability to counter unexpected challenges. The

whole process of training these future leaders is evidently time consuming and requires a lot of additional resources, but in the long run it is a worthwhile investment that is essential for the survival of any organization. Grooming leaders should be one of the ways of self assessment. Such that when employees are ready to retire, there must be at least three outstanding candidates ready to takeover.” After all, it is more than just the passing of power and responsibility it is about survival and continuity.....the true challenge for PO-PSM.

It is clear that organizations of all sizes and industries face incredible challenges in preparing managerial personnel to assume future leadership positions. This article has introduced a best practices model for integrating the leadership development and succession planning process through optimal utilization of managers and a supportive organizational culture. The specific practices that organizations and management development professionals must execute to effectively build their leadership pipeline are summarized below:

To develop the organization’s mentor network by fully engaging all managers in mentoring relationships with direct reports and high potential employees in other work units; ensure active manager participation in the organization’s method of identifying and codifying high potential employees; fully engage managers at all levels in leadership development activities, including teaching courses and creating projected-based learning experiences (e.g. stretch assignments and action-learning projects) for high potentials; to ensure a flexible and fluid succession planning process by avoiding heir apparent designations, frequently updating lists of high potentials based on project-based performance, and basing succession decisions on a diverse pool of candidates; create organization-wide forums (e.g. leadership academy) for exposing high potentials to multiple stakeholders, including senior executives and board members; establish a supportive organizational culture through active CEO and senior management participation in development programs and performance appraisal and reward systems that reinforce managerial engagement; and evaluate the effectiveness of leadership development practices through empirical

studies that model program theory and assess knowledge, behavior, and results outcomes.

This finding can provide guidance to other PO-PSM owners while making their succession planning, while it provides opportunities for managers. Most of the top managers surveyed indicated that they will be retiring in next few years and indicated that organisation had no succession plan or exist strategy. This finding has serious implications for the PO-PSM studied and must take succession planning very seriously, otherwise they will come to a halt suddenly when the leadership leaves the enterprise for whatever reason, either due to natural death or otherwise. PO-PSM studied did not put plans in place to groom, train and develop top managers. As a way forward some strategies that can be followed to address the key variables are:

Business Strategy: An organisational structure should be implemented so that employees know who is next in line and what is expected of them, so that if anything is to happen to top management that organisation can still carry on. Exiting top management and shareholders should have contingency plans in place to ensure that the business can outlive them and that they have a proper exit strategy in place to carry over shares to the new management or new shareholders.

Skills development: Identified top managers should be groomed and developed to ensure that they know what is expected to fill the vacant positions. It is of paramount important to ensure that these potential managers are fitted with all the necessary knowledge and skills to manage the top management of their companies.

Succession Planning: Implementing a formal succession plan is very important to ensure that all aspects have been looked at if something is to happen. The succession plan should also be reviewed annually to ensure managers' suitability for positions and to ensure that all aspects have been accounted for. In conjunction to a good succession plan it is also necessary to have a good performance management system to ensure that potential top managers are identified from within or to see were

individuals can be improved or where skills should be recruited from outside. Duties should be delegated in such a way that the business can operate if one or more key persons are absent thus employees should be multifunctional and flexible. It is evident from this study that the public sector has not changed from those recorded in earlier studies. The conclusion from this study served as a wakeup call to the PO-PSM which took part.

5.3.1 Unique Public Sector Issues

In order to avoid the perception that succession planning at PO-PSM is a process of ensuring that specific individuals are promoted within the agency, the plan should be focused on positions rather than people. Cross training and job shadowing are valuable means of ensuring business continuity throughout the agency, and providing coverage during employee absence, whether the absence is permanent, such as in the case of termination or retirement, or temporary, such as in the case of employees taking leave. Additionally, disclaimers should be added to all succession planning documentation stating that the plan is not a guarantee of promotion, but simply a framework. Finally, employee names should not be listed on succession planning documentation, only position titles should be used.

Overall, PO-PSM already has many elements of an ideal type succession plan in place. In order to fully implement a successful succession planning model, the agency should focus on creating a formalized and standardized approach to succession.

5.3.2 Suggestions for Further Research

This study covered only one aspect of effectiveness of succession planning in organizational recruitment and replacement at (PO-PSM) in particular. There are other aspects of succession planning which needs to be examined for example the degree of succession planning between management and other staffs, organizations of what nature faces more challenges in succession planning than others, also further research should be done on things that can be applied to make succession planning

more effective in order to make this subject of succession planning in management well understood by different scholars and other stockholders. Therefore there is a need for further studies to be carried out in other work organizations in Tanzania.

The articles included in this literature review research dealt with succession planning from the standpoint of replacing key employees. Future research should be conducted into the applicability of Rothwell's (2002) strategy of replacing the work that needs to be done, rather than simply attempting to replace the position or the person. Traditional succession planning calls for identifying and developing candidates to future leadership positions. As noted by Santora on many occasions, the flat organizational structure of most of nonprofits/public organisations leads them to hire from outside because there may not be any qualified pool of candidates internally. As Executive Directors extend their tenure, they begin to take on more and more responsibilities, duties and activities, beyond their job description. When beginning to look at the qualities and skills needed in the next leader, many Boards of Directors may feel that any potential candidate will have to live up to the legend of the current office holder. A daunting task for a new recruit to say the least. Rather than begin the process with a prescription for failure, Boards may want to break the duties and expectations of the current position down to determine what must be accomplished by the new leader. This may lead to a variety of scenarios such as adding additional support positions, assignment of work to other staff members, or the elimination of some work altogether. An exercise such as this one would serve to focus the attention of the Board of Directors on skills and attributes that are absolutely critical in the next leader, and which could be done without focusing on what must be done for success, rather than attempting to continue doing that which has always been done.

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APPENDICES

Appendix I: Questionnaires

QUESTIONNAIRE ON EFFECTIVENESS OF SUCCESSION PLANNING IN PO-PSM'S

1. Gender:
 - a. Male ()
 - b. Female

2. Please indicate your age group
 - a. 20-29
 - b. 30-39 ()
 - c. 40- 49
 - d. 50 and over

3. Please indicate position
 - a. Manager ()
 - b. Team Leader/ supervisor

4. How long have you been employed with (PO-PSM'S)?
 - a. 0 – 3 years
 - b. 3 – 6 years ()
 - c. 6- 9 years
 - d. 10 years and over

5. What is your level of education?
 - a. Secondary education
 - b. Advanced education ()
 - c. First degree
 - d. Master's degree

SECTION B:

1. What is your understanding of succession planning?

.....
.....

2. What are your thoughts about approaching succession planning in this organization in a planned way?

.....
.....

3. How often do you assess your department's needs by forecasting future staffing requirements and determining work or competency requirements with regards to succession planning?

.....
.....

4. Does your department have a skills profile of each employee and are these skills in line with goals of the department?

.....
.....

5. Please rate the following activities in terms of their effectiveness in developing employees (1 being most important and 6 being least important)

- i. Job Rotation
- ii. Stretch assignments
- iii. Job enrichment
- iv. Coaching
- v. Mentoring
- vi. Training

6. Please rate the following methods in terms of their effectiveness in identifying potential successors? (1 being most important and 6 being least important)
 - i. Self-nomination
 - ii. Performance Evaluation Ratings
 - iii. Job Holder
 - iv. Supervisor
 - v. Head of Department
 - vi. Management

7. Please indicate which of the following methods would be most effective in assessing development needs? (1 being most important and 4 being least important)
 - i. Self Assessments
 - ii. Performance Evaluation Ratings
 - iii. 360-Degree Feedback
 - iv. Interview

8. How willing are decision makers to devote resources to cultivating talent from within?

9. How much do decision-makers prefer to fill key position vacancies from inside rather than from outside the organization?

10. How do you feel about establishing a plan for meeting succession planning needs through individual development plans?

11. What strategies are in place for rolling out the succession planning process?

.....
.....

12. How do you feel career modeling can help organizations plan appropriately for key position voids as well as to identify, develop, retain, and allocate key talent

.....
.....

13. Why Do you think a succession planning coordinator would be useful for your organization?

14. Why Do you believe that succession planning will benefit your organization?

15. How important do you think it is for (PO-PSM'S) to implement a formal succession planning system?

Any Further comments:

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.....
.....
.....

THANK YOU