

**IMPLEMENTATION OF SUCCESSION PLAN AND POLICY AT
MINISTRY OF INFORMATION, CULTURE, ARTS AND SPORTS (MICAS)
IN TANZANIA**

**BY
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**A Dissertation Submitted in Partial Fulfillment of the Requirement for
the Award of the Master Degree in Public Administration
of Mzumbe University.**

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CERTIFICATION

The undersigned certifies that he has read and hereby recommends for the acceptance by Mzumbe University a dissertation entitled: *“Assessment of the Implementation of Succession Plan and Policy at MICAS* in Partial Fulfillment of the Requirements for the Award of the Master Degree in Public Administration of Mzumbe University.

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DEDICATION

This work is dedicated to my family especially my lovely husband who taught me how to have good relationship with other people. Also, to my beloved children Joanna, Jeremy and Jireh-Bethany for their encouragement during my studies that whenever happens I have to stick to my studies and I should do whatever it takes to make sure I finish and accomplish the mission I have started. Also, to my other good friends and my other family relatives for their continuous support, I cannot repay you rather I will make sure I make you proud, thank you very much and may God bless you all.

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ABSTRACT

The role of succession planning cannot be understated. As long as the organization stays the course of its life circle, its consistence will depend on the type of employees who are being prepared to convey out its vision. Essentially, it is about planning and aligning human resources with the overall organizational planning process. The general objective of the study is to assess the implementation of Succession Plan and Policy at the MICASby using the Ley's Components of Practical Ideal Succession Plan and determining whether these components are incorporated in Succession Planning. Also, to identify areas of improvement of realizing the Components of Practical Ideal Succession Plan which are not successfully integrated; to identify challenges which are limiting the proper implementation of Succession Plan and Policy; and to identify relevant strategies that can be applied to address challenges. The study was conducted in Dar es Salaam at the headquarters of the MICAS. Research design aimed at obtaining relevant data which fulfills the research objectives and answer questions, therefore, the study used a mixed approach with the case study design. The size of the sample comprised of 149 staffs from five (5) departments and six units (6) at MICAS headquarters. A combination of mixed methods used includes questionnaire, interviews and documentary review. A cut point of 3.5 was used to decide of whether the Component of a Practical Ideal Succession Plan is realized at MICAS. The study findings show that regarding the incorporation of the Components of Practical Ideal Succession Plan at MICAS, part of strategic plan; support from the top management; provision of formal professional development opportunities; the assessments of needs driven; and focus on individual attention were successfully incorporated in succession planning at MICAS. On the other hand, the components of "extension to all levels of organization" and "dedicated responsibility" were not successfully incorporated in Succession Planning at MICAS. It is hoped that, the result of this research find that Succession Planning in the Public Sector is jeopardized by external forces from the political leadership who intervenes the professionalism of the Succession Planning goals.

LIST OF ABBREVIATIONS

APSC	-	Australian Public Service Commission
CA	-	Chief Accountant
CIA	-	Chief Internal Auditor
CSC	-	Client Service Charter
DAHRM	-	Director of Administration and Human Resources Management
DPP	-	Director of Policy and Planning
HPMU	-	Head of Procurement Management Unit
HR	-	Human Resources
HRD	-	Human Resources Development
HRP	-	Human Resources Planning
JBL	-	Job List
LGA's	-	Local Government Authorities
MDAs	-	Ministries, Independent Departments and Executive Agencies
MICAS	-	Ministry of Information, Culture, Arts and Sports
MIH	-	Mkurugenzi wa Idara ya Habari
MSC	-	Management Standard Checklist
MUT	-	Mkurugenzi wa Idara ya Maendeleo ya Utamaduni
OPRAS	-	Open Performance Appraisal System
PMS	-	Performance Management Systems
PMSG	-	Performance Management Systems Guidelines
PO-PSM	-	President's Office – Public Service Management
PSP	-	Private Sector Participation
PSRP	-	Public Service Reform Programs
SP	-	Succession Planning/ Strategic Plan
TPS	-	Tanzania Public Service
URT	-	United Republic of Tanzania
USA	-	United States of America
WSDP	-	Washington State Department of Personnel

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CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter has seven parts which are statement of the problem; research objectives whereby it provides which shows general and specific objectives of the study. Others are research questions, significance of the study, and scope of the study, limitations of the study and the organization of the study.

Over the last decade the government of Tanzania has taken hold of programs to reform its Public Sector and to improve the performance of its public servants. The PO-PSM has responsibility of spread heading Public Sector Reforms, has traditionally quarterly and annual report describing the progress and implementation of these reforms. However, Tanzania Public Service is working under the control of policies, laws, regulations, circular system and tools which have been developed for the purpose of increasing efficiency and effectiveness of the service. These policies, legislation systems are the results of governments' commitment towards ensuring a reformed Public Service, whereby all Public Service Institutions, such as MDAs, LGAs, and Parastatals Organizations are capable in service provision and achieving organizational goals as per their established mandate, URT (2011).

During the implementation of the PSRP (2000), TPS has developed Management Standards' Checklist for the purpose of improving public service delivery by the use of increasing of efficiency and effectiveness in public services in issues related to staffing, structures, leadership support and working tools. MSC lists some of important activities that government institutions are needed to execute so as to operationalise the identified Management Standards by developing them for use in the Public Service HRD as one of the areas of MSC has major seven (7) tools which one of them is Succession Planning. On Succession Planning, government institutions must make sure that there has to be skilled and knowledgeable staff capable of developing and implementing it; there must be a plan in place with

regularly update seniority list which guides decision on HR such as promotions and capacity building. A linked SP to HRPs, OPRAS, JBL, Restructuring and Capacity building and regularly reports on the implementation of SP to PO-PSM. Key documents under Succession Planning that MDAs can make reference to are succession plan(s); relevant schemes of service; job lists and strategic plan URT(2011).

Succession planning has established itself on the front burner for the public sector with a large number of employees getting traditional retirement age. Succession Plan and Policy have attracted attention of the public sector because of its benefits. The major benefits include: (i) ensuring long-term success of the organization through assurance of having the right people in the right place at the right time, mainly when it comes to the senior executive officers; (ii) increasing the availability of skilled, qualified and capable employees that are prepared to understand roles at their seniority as they become available Charan et. Al,(2001).

Different governments in the world have adopted Succession Policy and Plan(s) which take different strategies but with the aim of ensuring availability of HR for different sectors in the public service. For instance, in the USA the Succession Policy is executed at the State level and defined for each Sector depending on the specific needs. More recently it has been observed that 'green card' program is also part and parcel of the long-term succession planning which enhances the availability of talented people to assume public offices for the sake of effective service delivery and innovation. According to Cheryl(2009), in the USA, SP implementation has so been far successful and has ensured adequate availability of professionals within the system and even outside the system who are capable of assuming a wide range of responsibilities at almost all levels of the government offices.

In African countries like Ghana, Succession Planning is defined within the Policy of Human Resources Development. According to Durbin (2010) in Ghana like in many other African countries there are Plans which are sound but not practiced. The major challenge that is obvious according to Veinbgraghet.al, (2011) is patronage and lack

of political will which castrates the process. It is common that internal talents are ignored and political supporters are given offices instead of subsequent who could actually be promoted for the same position.

In Tanzania point of view, there is no policy as such but rather a circular that directs the public top management at Public Offices to establish and execute Succession Plan (s) based on preset conditions from the PO-PSM. By the year 2008, the government made an order of succession planning. At the Ministry level, the every department and units are supposed to assume responsibilities related to identification of qualification for different key positions, assessing the possibility that certain positions will fall vacant in a specified time assessing the competence of available employees and retaining talents and skills in the office by the use of succession planning (Issa, 2007). However, there has been a number of challenges that face succession planning and implementation of such plans and the policy as well in the public sector. The challenges are linked to lack of defined career path which leaves employees without expectations of assuming positions at their seniority. According to Erasmus (2009) competent staffs are left at subordinate positions and other personnel are brought from outside the career path. This is a discouragement to the staff and yet caused loss of talented people who would have served the purpose of succession planning.

1.1 Statement of the Problem:-

The main goal of succession planning is to ensure availability of staff with capability of assuming senior positions in the future. With a great motivation to achieve the same, Tanzanian government has made deliberate efforts to institutionalize succession in the Public Sector. Such efforts are witnessed by the Circular¹ that portrays the Succession Policy and Plan of 2008. The Policy emphasizes that all MDAs in collaboration with PO-PSM have to comply with succession planning. The

¹ Implementation of cap 6A (1), (2) and (3) of the public service act of 2002 as amended through public service act no. 18 of 2007, principle number 21 of the principles of public service of 2003, and paragraph 4.8 (i) and (ii) of the work and public service management policy of 2008

major purpose of the Policy is to ensure availability of skilled and qualified HR capable of filling vacant higher positions in their organizations URT(2011a).

In the year 2013 as part of government, the Ministry of Information, Culture, Arts and Sports (MICAS) had formulated an action plan for the implementation of Succession Policy and Plan of 2008. The purpose was to ensure key objectives of the Succession Policy and Plan of 2008 are met. The objectives include equipping staffs with the required skills to empower them for assuming senior positions and to ensure vacant positions are filled timely without jeopardizing efficiency of the service provisions. However, the Policy Forum (2015) noted that vacant positions for higher officials and executives staffs in sensitive public offices like the MICAS remained unoccupied or is acted upon for a relatively long time. Also in case they are occupied they are not assumed by their subsequent subordinates but rather by strange people appointed based on personal relationships and political ties with appointing authorities. This shows an implication for either poor implementation of Succession Policy and Plan at the MICAS or loop holes in the Succession Policy and Plan Documentation.

1.2 Research Objectives:-

1.2.1 General Objectives:-

The general objective of the study is to assess the implementation of Succession Plan and Policy at the MICAS.

1.2.2 Specific Objectives:

- i. To determine whether the components of Practical Ideal Succession Plan are incorporated in Succession Planning at the MICAS;
- ii. To identify areas of improvement of realizing the Components of Practical Ideal Succession Plan which are not successfully integrated in Succession Planning at MICAS;
- iii. To identify challenges limiting proper implementation of Succession Plan and Policy at the MICAS; and

- iv. To identify relevant strategies that can be applied to address challenges limiting proper implementation of Succession Planning and Policy at the MICAS.

1.3 Research Questions:

- i. Are the Components of Practical Ideal Succession Planning incorporated in Succession Plan at MICAS?
- ii. What are the areas to be improved for Components of Practical Ideal Succession Plan which are not successfully integrated in Succession Planning at the MICAS?
- iii. What are the challenges limiting proper implementation of Succession Plan and Policy at the MICAS? and
- iv. What are the relevant strategies that can be applied to address challenges limiting proper implementing Succession Plan and Policy at the MICAS?

1.4 Significance of the Study:

The study provides to the body of knowledge in relation to Succession Planning and its implication in Public organizations. The research findings will benefit different stakeholders including policy makers, academicians and researchers who will obtain relevant and recent references of the study.

Policy makers are able to introduce new policies and policy reviews with references to the study findings which will eventually facilitate policy development. Academicians will be able to access recent study results in development of theoretical frameworks as far as succession planning is concerned. Other researchers can borrow reference for establishing their studies concerning succession planning in public service.

1.5 Scope of the Study:-

This study focused on assessing the implementation of Succession Plan and Policy at the MICAS in Tanzania. The study is guided by the Ley's Components of Practical Ideal Succession Plan, the Leadership Model Succession Theory and the Opponent Process of Succession Planning Theory. Thus, the study will focus on assessing whether the Ley's Components of Practical Ideal Succession Plan are incorporated in

the implementation of Succession Plan at MICAS and finally the challenges were identified according to the theoretical terms of both the Leadership Model Succession Theory and the Opponent Process of Succession Planning Theory.

1.6 Limitations of the Study:-

Previous studies have pointed out different views regarding the problem of poor succession planning and the resultant lack of staff capable for assuming senior positions. For instance, Mwemezi (2011) focused on challenges and positive factors influencing succession planning; Issa (undated) focused on succession planning activities like training; Jackson (2011) focused on practical efficacy of human resources planning and Landau (2010) focused on challenges of succession planning. These studies fail to compare succession planning as a whole to the practical ideal succession plan. Based on this methodical gap, key areas of succession planning which need attention have not been identified and the reference for evaluating the effectiveness of succession planning is not established.

This study adopted the Ley's (2002)² components of practical ideal succession plan and the adjustment will be made to cope with the study context as advised by Whitmore (2006)³. Therefore under this study, three fundamental questions on whether are the components of practical ideal succession plan incorporated in succession planning at the MICAS; what are the challenges limiting proper implementation of Succession Plan and Policy at the MICAS and what are the suggestion option ways of implementing Succession Plan and Policy at the MICAS.

1.7 Organization of the Study:

This study consists of six (6) Chapters. Chapter one provides the general overview of the study. Chapter two presents the review of literature and Theoretical Framework whereby it provides different Theories and Empirical Framework.

² Founder of a 2002 Applied Research Project on integrated conceptual frameworks in relation to succession planning

³ Success Through Succession: Implementing Succession Planning at the Texas Department of Insurance

Chapter three presents the methodology which constitutes the procedures for collecting, managing and analyzing of collected data. Chapter four presents the findings of the study which are presented and analyzed for each of the four specific objectives of the study. In chapter five it presents the findings of the study are discussed for each of the four specific objectives of the study. And finally, chapter six shows findings of the study are summarized for each of the four specific objectives of the study. The conclusion of the study is also drawn from the findings followed by recommendations of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter presents the review of literature on the subject of Succession Planning. The chapter has two major parts which are Theoretical Framework whereby it provides different Theories and Empirical Framework which shows what has been done by other researchers in the same study. The main objective is to analytically review the Literature in order to reach to the point of contribution made by others and find out the areas not worked for this study to fill in.

2.2 Theoretical Literature Review

2.2.1 Definition of Concepts

Succession planning is the means by which an organization grooms or and replaces managers, executives and other key employees, who leave their positions, and is critically important to the organization's continued and future success. Succession planning made up of processes, such as, how the organization identifies and recruits successors, how it manages transitions from one executive to another and how it develop successors (DUCE, 2016).

According to Rothwell (2010) Succession Planning is the series of activities that helps to make sure the stability of tenure of personnel. It embraces any efforts designed to safeguard the continued effective performance of an organization, division, department or work group by making provision for the development, replacement and strategic application of key people over time. Through such program, succession planning supports the organization to match present talent with those needed future talent, meet strategic challenges and insures the prevention of institutional memory. It is a proactive approach to expand the talents from within the organization through planned training.

Succession planning demands preparing the agency for a change in leadership; but also the reflection of what has been valuable and how that can be secured and

transferred to the succeeding authority. Succession Planning is an activity whereby an organization guarantee that employees are recruited and developed to fill each key role within the organization. Through the organization's succession planning process, superior employees are hired; other standard goals for the process are to develop employees' knowledge, skills and abilities and train them for advancement or promotion into more tests of the abilities roles (Schall, 1997).

Succession Planning is an efficient means of maintaining organizational memory and improve organizational knowledge. Succession plans are designed to identify and select 'Best Fit' candidates for leadership positions, guarantee an effective leadership development, and preserve organizational knowledge and intellectual capital. It is the method that an organization must employ to secure right people in the right places at the right times. By doing so, succession planning also minimizes the effect of downsizing, considering the change in the global economy. Succession plans will guarantee key positions which have been eliminated to be filled or assimilated by other employees. Therefore, succession planning is the process of identifying people who could at present move into key positions or could do so after purposely targeted development occurs (McConnell, 1996).

2.2.2 Succession Planning Process

Succession planning is an important extended component of the Human Resources Planning process (HRP). It contains an integrated, systematic approach for identifying, developing, and retaining capable and skilled employees in keeping with current and projected organizational objectives. Assessment is a fundamental practice in effective succession planning although there is no widely accepted process for evaluating the future potential of leaders despite the fact that there are many processes and approaches that continue to be used today. It is more important to acknowledge that succession planning will vary slightly between organizations because of different resources, designs and attitudes. SP should be flexible and adaptable in order to accommodate changeable needs and achieve business continuity. However, there is a general framework that organizations can use as the starting point and guide for their succession planning activities. According to

(Lamoureux, 2009), the framework involves five steps which are: identification of key positions in the organization; building of job profiles for each position; competency in gap analysis; developing of the opportunities; individual development plans and maintaining of skills inventory.

2.2.3 Succession Plan Implementation Theory

2.2.3.1 Ley's Components of Practical Ideal Succession Plan

The implementation of Succession Plan is regarded by Ley (2002) as a complicated activity that requires a specific model that is suitable not only for implementation but for review and evaluating how effective and successful is that implementation. According to Whitmore, M. (2006)⁴ the Ley's theory regarding implementation is useful for both implementers and assessors of Succession Planning. The Ley's theory provides that for any Succession Plan to be effectively implemented must realize each of the seven (7) components also known as the components of practical ideal Succession Plan.

The Ley's components of practical ideal succession plan include: SP must have a support from top management; needs driven assessment; to provide formal professional development opportunities; it should focus on individual attention; there must be a dedication of responsibility; SP must extend to all levels of the organization and be part of strategic plan of the organization. The seven (7) components are explained as follows:-

a. Support from the Top Management

The implementation of succession planning in public offices needs full support of both the staff and the top management. For this reason, a commitment by the top leadership team of the organization becomes a fundamental component of succession planning (Ibarra 2005, p24). It is urged that lack of top management support in form of its commitment to the implementation of the succession plan infringes the take-offs of succession planning to the degree that the organization is in progression. In

⁴**Success Through Succession: Implementing Succession Planning at the Texas Department of Insurance**

the development of the model, Ley established that inadequacy of support from senior management hinders open access to the organization's leaders and make succession planning unfavorable, (Ley2002, p48).

Top management staffs are particularly positioned not only to evaluate how their organizational activities will be done but also to recognize the human capital abilities expected to do as such in an effective way. According to (Emmerichset al,2004) to show an example, top leaders have the duty of setting the management standards and criteria for the implementation of the successful organization SP. A good SP program empowers existing senior executives to train the successors and observing them over a period of time according to organizational needs and culture. However, there must be a clear communication of the program with current employees in order to avoid any inconveniences or insecurity of losing their positions will never sabotage the plan (Diamond2006; p36 - 37).

b. Needs Driven Assessment

For the sake of creating an effective succession planning model of the organization, one needs to conduct current employees' skill and interest assessments (Waymon2005; p18 - 20). Needs driven assessment facilitates identification of different positions which are mission critical and necessary skills sets essential for fulfilling the responsibilities required of those positions. However, it should be noted that critical tasks of the key positions in the organization, which are referred to as positions that have an impact (SAO 2006; p13). Therefore, the major purpose of needs assessment is to identify "critical skills sets" in order to enhance a predetermined way of implementing succession planning criteria, such as training requirements in an effective way, (Ley 2002; p14). Through needs based assessment with a focus on key or critical positions competency of employees available is also understood. It helps in determining the number of employees who are available with capabilities needed of fulfilling future requirements as well as recruitment, training, and other strategies.

The needs assessment can be conducted through checklist, capability templates and external benchmarking. By checklist competency levels are related for each manager or employee in an organization in predetermined categories like advanced, intermediate, beginning or none. Both manager and employee should conduct the assessment and work in partnership on the results, (WSDP 2006; p13). On the other hand, as a basis for benchmarking the required skills, capability templates can also be used in analyzing critical roles, guidance and learning and development needed by those individuals with potentials, (ASC 2003; p9). In addition to, the needs assessment of the organization is often appropriate in performing external benchmarking through reference of recruitment markets. The assessment of the positions that are in high demand, make other organizations or programs to understand better of their potential or risk of retaining critical position in the future. In this assessment, the organization can analyze the gap between current capability for key roles and future requirements to identify strategies, (APSC 2003; p3 – 17).

c. Provide Formal Professional Development Opportunities

Having identified the sets of skills and knowledge necessary for the key position, it is also important for the succession plan to display how different professional development opportunities are provided to employees expected to assume senior positions. This is in line with (Waymon 2005) who contends that in conducting succession planning, job knowledge and experience are highly valued criteria. It is necessary for the organization to provide its employees with the available opportunities of both on-the-job-training and off-the-job-training. Availability of professional opportunities in the organization ensures that employees are equipped with relevant skill and knowledge required as a qualification for assuming senior positions which in most cases should be the critical or key positions. It should incorporate the accessibility of professional development opportunities in timeframe focusing on the expected loss of key staff in the organization. For instance, if it is expected that in 10 years to come the top managers will resign the offered opportunities for skills development should reflect the timeframe. This facilitates availability of equipped staff for the senior positions in the future at every point in time in the organization, (APSC 2003; p8).

A good SP models includes what is called planned career paths which is used as employees' map as it shows their current positions as well as the aspired positions. Specific information concerning career paths should be provided as the bases of what kind of skill sets and knowledge employees 'are needed for their future positions. This information helps to determine and offer suggestion on what kind of training and development opportunities needed in acquiring the skills, for example, cross training and or job rotation are the most effective means in understanding some of the important organizational functions. Formal training also can be useful for developing an employee's knowledge and skills.

d. Focused on Individual Attention

For succession planning to be successful, individual attention of employees must be fetched. This is based on the fact that while the organization has its goals and future plans regarding its vision and mission, also employees have their personal goals and plan regarding their career. Focusing on individual attention enhances employees with ability to identify, cope with and develop within the career path they perceive useful for their professional ambitions. Therefore, by giving individual employees special assignments will allow them to grow, and by putting them in a leadership track which is guided by career paths, provide employees with a road map or stepping stones to move from their current position to their desired promotion. (Larson 2005; p16).An organization which put in place a sound career path that listens to individual employees' career goals and desires, personal responsibility, and the achievement of their career goals, (Diamond 2006; p38). Finally, individuals become passionate and more committed to their career development and entirely owed for achieving skill based development objectives and new capabilities required of the senior positions.

e. Dedicated Responsibility

In likeness to many other programs, a sound succession plan should execute through a specific dedicated and answerable planner/overseer who ensures that the plan is current. Availability of dedicated responsibility criteria ensures for accountability and effectiveness of the implementation of the planned succession goals. An updated

monitoring and evaluation of succession plan depends on the level of attention to the plan as a separate responsibility and not overlooking on its requirement of specific management needs. Ley argues that without an appropriate program coordinator and identified training needs, putting together list of the selected participants in succession planning becomes difficult and poorly performed (Ley2002;p55). The planner must be intellect in details, capacity for analysis and synthesis, as well as have both the management and employee perspectives in order to put together the list of future succession planning needs of the organization, (Diamond 2006; p38). SP as one of an on-going activity which must be controlled once in place and it is something that forms a subset of broader agency approaches to workforce planning. In general, SP seeks to ensure that, for the sake of better achievement of the business outcomes, an organization must make sure that, there are right people, who are in the right place at the right time.

f. Extends to all Levels of Organization

More often than not, implementation of succession plan in different organizations focuses on senior positions. However, in real sense a countless of critical positions at different levels of the organization are also important for the prosperity of its functions. It is stabled that consideration of all levels of the organization should be observed and the talents in all levels should be identified. A succession culture should be developed at all levels, not just at the top, with shared responsibility for succession management across the organization (APSC2003;p5). An organization should take into account the career ambitions, values and preferences of all employees who are given the opportunity to express their interest in pursuing leadership roles for the sake of building enough supply of employees (APSC 2003;p5).

g. Part of Strategic and Workforce Plan

Succession planning is a key aspect to the overall Strategic Plan for an organization because it involves of the series of on-going activities, challenging demands for attention, and the need of day-to-day decisions, focusing on a viable and responsive strategic agenda as the central source of direction, initiatives and priorities is of

fundamental importance, (Poister1999;p309). Apart from the inclusion of workforce plan, strategic plan provides a description and analysis of where the agency is, and where it will be in the future. It sets all of the organizational direction and measurable program objectives especially in workforce planning by conduct a comprehensively look at the demographics with the purpose of anticipating the number of vacancies and layoffs, succession planning efforts and coordinate personnel actions. Therefore, the workforce plan as a subset of the strategic plan, determines which positions should be included in succession planning, (Kwiecinski et al 1984; p163).

2.2.4 Leadership Model Succession Theory

The leadership model succession theory centered at it is emphasize on the importance of grooming the next higher officer from within the organization rather than from outside the organization. As recently was reviewed by (Lister2006), the leadership model succession theory holds that the only way succession planning can be regarded as effectively and efficiently implemented is by the achievement of successors from within at every time when the need arise. Any dependence on external human resources is thus an indicator of failure and irrelevance of the succession planning and policy implementation (Van Vugt et al., 2008;p182). Also the leadership model succession theory assumes that successors groomed from within the organization are more familiar with the organization culture and business direction compared to externally outsourced successors. It based on this assumption that leadership model succession theory contends that internal successors are capable and with relevant experiences from their predecessors without any holdup in overall business operations.

According to (Vroom&Jago2007), endowment for a relevant knowledge and skills for internal successors build a number of factors associated with the implementation process of the succession plan. For instance, if succession plan is not implemented in an environment whereby there is lacking of support from the top Management; there is an absence of the assessment of needs; there is limitation in formal professional development opportunities; there is no realization of individual

attention; there is no dedication of responsibility; and there is no responsibility of extending the plan to all levels in the organization (Ley 2002).

The Leadership model of succession theory is significant to the study for the reason that it focuses on prevailing problem which is targeted by the study which is filling the vacancies with professionals from outside MICAS. Also, the theory recognizes different success factors which are vital for a successful succession planning. These factors are also reflecting the Ley's Components of the Ideal Succession Plan. For this reason, therefore, the theory is useful as guidance in the development of the combination of the analytical tools of the study in the context of MICAS's case study.

2.2.5 The Opposition Process Theory of Leadership Succession

Opposition of process theory of leadership succession was lately prescribed by (Hollenbeck et al., 2014). The theory was found on the Hegel's notations of the thesis, antithesis, synthesis and negation. According to (Hollenbeck et al.2014) succession can be successful (synthesize) or fail (negate) due to a number of contextual conditions. For instance, through good historical performance and experience of employees which is regarded as the thesis for succession can synthesis and make them assume higher positions in the chain of command (hierarchy). Also, the opposite (negation) can occur due to a set of factors like power of the controlling authority and its interest with the predecessor (Zhang& Peterson2011).

For this reason, the opposition process theory of leadership succession considers leadership succession as exclusion or constructing of thesis. Thus, attainment of succession plan is depended on a number of conditions in the context of the plan implementation (Kaemer et al. 2011) whereas some of the conditions were prescribed in the Ley's Model of the Ideal Succession Plan. And others like the control authorities were not. Since the succession policy which governs the context of this study is implemented at the ministerial level there is no place for the controlling authority. Instead, the implementation of succession plan is done in absence of an external controlling authority (Ullrich, Christ &Van Dick 2009). The

opposition process theory of leadership succession is relevant for this study since it facilitates scrutinization of such conditions either in favor or against the synthesis of succession planning at MICAS. With this theory, I will be able to identify the challenges which confronting succession from within the Ministry.

2.3 Empirical Literature Review

(Kim Lamoureux et al. 2009) studied on high impact succession management. The study focused on uncovering the best practices and trends in succession planning and management processes among different organization. The study applied the mixed approach whereby 25 senior staffs were interviewed and quantitative survey questionnaires were administered to 200 talent managers and 100 organization leaders. The study found that organizations spend numerous resources on creating succession plans but 62% of them fail to integrate and implement the plans in their daily activities. However, some of the organization had realized the importance of identifying key and critical position throughout the organization in line with Ley's theorem. This study by (Kim Lamoureux, et al.2009) failed to establish the significance of each criterion and employed a survey design which would not support a detailed understanding of the phenomenon. This study will apply a case study design to cater for details and concentrate to each of the components of practical ideal succession plan at MICAS.

Gowthami (2012) conducted a study entitled "succession planning need or necessity – a global perspective" with emphasize on the significance and function of proper implementation of succession planning. The study involved three countries namely: Canada, USA, and India. Secondary data were used where different research reports were analyzed, official documents and plans were also reviewed. The study found that succession planning is at the center of almost every organization and/or sector or section of both private and public agency. However, the study realized existence of different ways by which these plans are implemented. Gowthami (2012) found that appropriateness and efficacy of succession planning was defined by the level at which needs driven assessment is conducted, career is being developed and different organizational challenges are dealt with through contingency planning. The study

relied on secondary data and applied a limited approach that maintained rigidity. For this reason, therefore, issues of reliability and validity are questionable. This study used an account mix of methods of data collection to cater for clarity and ensuring reliability.

A study by Whitmore, M. (2006) focused on examining how to achieve success through succession by considering implementation of succession planning at the Texas Department of Insurance. The study was to test the Ley's model of succession planning in the study area. The study used document analysis and focused interviews methods of data collection. Whitmore, M. (2006) found that seven components of practical ideal succession plan by Ley (2002) were realistic. They include support from top management; the assessment of needs driven; the provision formal professional development opportunities; it should focus on individual attention; there must be a dedication of responsibility; extending at all levels of the organization and be part of strategic plan of the organization. Also Whitmore (2006) found that another component namely "Unique Public Sector Issues" was essential in the context of Texas Department of Insurance. According to Whitmore (2006) this component explains external challenges like employee turnover and compensation challenges. This component is covered in the second specific objective of the study and will not be treated in isolation.

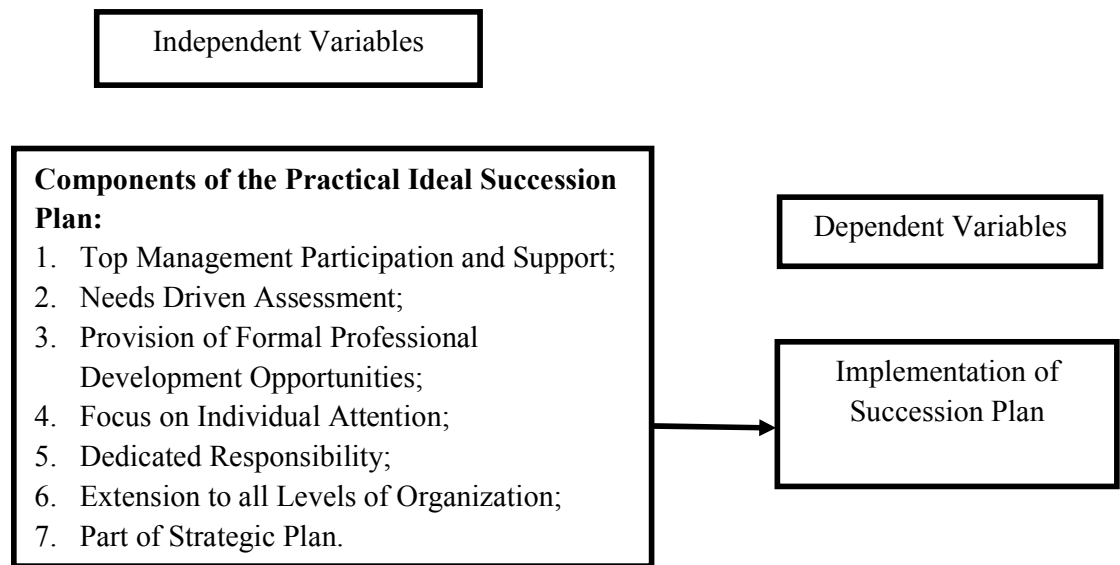
2.4 Research Gap

The empirical literature review reveals that Kim Lamoureux et al., (2009), Gowthami(2012) and Whitmore(2006) conducted their studies on succession planning with a focus on implementation. However, a study by Kim Lamoureux et al., (2009) focused on uncovering the best practices and trends in succession planning and management processes among different organizations. Gowthami (2012) focused on the significance of succession plan. The two studies did not emphasize on Public Sector. On the other hand, Whitmore(2006) focused on how to achieve success through succession. The study tested the Ley's components in the context of Public Sector. Yet, this study was limited by its pure qualitative approach which ignored inclusion of respondents from all levels of the organization. This is

against the adopted model namely Ley's Model which emphasize extension to all levels of the organization. This study went beyond these limitations and ought to find out knowledge on how implementation of succession plan can be made effective and successful in the Public Sector.

2.5 Conceptual Framework

Figure 2. 1:Conceptual Framework



Source: Ley S. (2002)

The **figure 2.1** shows that for implementing succession planning in an effective way seven Ley's Components of Practical Ideal Succession Plan need to be realized in the process. The components include: support from top management; the assessment of needs driven; the provision formal professional development opportunities; the focus on individual attention; dedication of responsibility; extension at all levels of the organization to be part of strategic plan of the organization. The description and measurement of these components (variables) is presented in Table 2.1.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter presents the methodology which constitutes the procedures for collecting, managing and analyzing of collected data. For the purpose of clarifying the aforementioned procedures, this chapter also informs about area of the study, research design, study population, sample and sampling techniques, data collection methods, validity and reliability and data analysis techniques.

3.2 Research Design

Research design is the plan showing the approach and strategy of investigation aimed at obtaining relevant data which fulfills the research objectives and answers questions, Kothari(2002). Therefore, the study used a mixed approach with the case study design. According to Kothari (2004) the case study design is the one in which case an individual or small group of individuals representing a larger group are studied in a more detailed way. Therefore the study focuses at MICAS instead of all government sectors which helping to focus on the details of the phenomenon under the study and having the new insights. The case study design facilitates combination of different data collection methods.

3.3 Area of the Study

The study was conducted in Dar es Salaam at the headquarters of the MICAS. The place has been chosen due to evidences of poor implementation of succession plan. According to Policy Forum (2015) at MICAS vacant positions for higher officials and executive staffs either remain unoccupied or are acted upon for a relatively long time and in case they are occupied they are not assumed by their subsequent subordinates but rather by strange people appointed based on personal relationships and political ties with appointing authorities. This shows an implication for either poor implementation of succession policy and plan at the MICAS or loop holes in the succession policy and plan documentation.

3.4 Population of the Study

Saunders et al. (2009) defines population as the totality number of elements targeted for the investigation. The target population will involve staffs at MICAS. The units of the population included 94 staffs from Administration and Human Resources Department, 30 staffs from Information Services Department, 20 staffs from Culture Development Department, 48 staffs from Sports Development Department, 10 staffs from Policy And Planning Department, 16 staffs from Finance & Accounts Unit, 6 staffs from Procurement Unit, 3 staffs from Internal Audit Unit, 2 staffs from Legal Unit, 6 staffs from ICT Unit and 7 staffs from Government Communication Unit making a total of 242 staffs at MICAS headquarters. The population comprised of 5 heads of the aforementioned departments and 6 heads of aforementioned units who will be treated as key informants.

3.5 Sample size and sampling techniques

3.5.1 Sample size

The size of the sample comprised of 149 staffs from five department (5) and six units (6) at MICAS headquarters. The sample will be computed using the sample estimation formula for the known population. The formula was developed by Kothari (2004) and is given as:-

$$n = \frac{n (z^2(p*q))}{e^2 (n-1)+z^2(p*q)}$$

In the formula above: “n” stands for sample size, “P” stands for the population proportion to provide the minimum sample size, “e” stands for confidence interval which is given by 0.05 “q” stands for 1-p, “N” stands for population, , “z” stands for area under normal curve for the given confidence level of 95% and is given by 1.96. Table 3.1 shows the distribution of sample size was presented.

Table 3. 1: Distribution of the Sample

Category of Respondents	Population	Sample size
Administration and Human Resources Department	94	58
Information Services Department	30	18
Culture Development Department	20	12
Sports Development Department	48	30
Policy And Planning Department	10	6
Finance & Accounts Unit	16	10
Procurement Unit	6	4
Internal Audit Unit	3	2
Legal Unit	2	1
ICT Unit	6	4
Government Communication Unit	7	4
Total	242	149

Source: Researcher (2017)

3.5.2 Sampling Techniques

3.5.2.1 Simple Random Sampling

According to Saunders et al., (2007) simple random sampling is the simplest form of random sampling which forms the model for all the basic results of sampling theory. Units in the study population have an equal chance of being selected. In this study, simple random sampling method was used to select respondents from each of the five departments and six units at MICAS. The researcher will prepare pieces of papers with numbers up to the maximum of staffs for each department and unit. Staffs were allowed to choose one piece of paper from the box of numbered papers at random. Finally staffs that will have chosen number one to the last number were included in the study. For example, for the Administration and Human Resources department, a total of 94 pieces of papers written one to ninety four were provided to staffs in that department and those who chose number one to fifty eight were involved in the study.

The process was repeated for Information Services Department to select 18 staffs, Culture Development Department to select 12 staffs, Sports Development Department to select 30 staffs, Policy And Planning Department to select 6 staffs, Finance & Accounts Unit to select 10 staffs, Procurement Unit to select 4 staffs, Internal Audit Unit to select 2 staffs, Legal Unit to select 1 staffs, ICT Unit to select 4 staffs and Government Communication Unit to select 4 staffs.

3.5.2.2 Purposive Sampling

However, the study used purposive sampling technique which involves identifying and selecting of individuals or groups of individuals that are especially knowledgeable about or experienced with a phenomenon of interest, Creswell, Clark& Garrett (2008). Also the study applies purposive sampling to select key informants who will be able to provide relevant data in accordance with the study objectives. For this case, heads of the five departments namely: Administration and Human Resources Department, Information Services Department, Culture Development Department, Sports Development Department, Policy and Planning Department and heads of six units namely Finance & Accounts Unit, Procurement Unit, Internal Audit Unit, Legal Unit, ICT Unit and Government Communication Unit were purposively selected.

3.5.3 Data collection techniques

According to Kombo and Tromp (2006) data collection methods refer to techniques of gathering specific information aimed at providing some facts. In data collection different methods which are relevant in data collection to answer the research questions precisely was used. A combination of mixed methods used includes questionnaire, interviews and documentary review.

3.5.3.1 Questionnaire

Questionnaire is an instrument in which a person is asked to respond to the same set of questions in predetermined order. According to Saunders et al, (2007) questionnaire is “a formatted set of questions that is drawn up to meet the objective of the study”. Structured questionnaire was administered to all respondents to get information on the matters related to research objectives. Open and Closed ended

questionnaires were used to collect the required data. Open questionnaires give more freedom to the respondents to properly present their views and opinions while closed questionnaires were guide respondents on desired type of responses.

3.5.3.2 In-depth Interview

In depth interviewing is a qualitative research technique that engages an intensive individual interview with a small number of respondents who explores their perspectives on a particular idea, program or situation, Kothari (2004). The heads of departments and units will be interviewed separately and individually by using in-depth interview that helps to get reliable and valid information which is relevant to the research topic.

3.5.3.3 Documentary Review

This is the collection of data from documents, records or other archival sources Kothari (2004). Instead of directly observing, interview or asking someone to fill in a questionnaire for the purpose of the inquiry, the researcher deals with something already produced for other purpose. The documentary review was essentially used to gather secondary data. In this study, with the aid of the documentary guide, the researcher will collected secondary data.

3.6 Data Analysis

Once the data were collected it was analyzed by using the Statistical Package for Social Sciences (SPSS).

3.6.1 Qualitative data analysis

In qualitative study, the researcher has aiming to uncover and or understanding of big picture by pre-coding and labeling or coding data that is bespoke for each research which is called content analysis Creswell (1998). Content analysis is a technique for the categorization of verbal and behavioral for reasons of classifying, summarizing and tabulating the data collected. The content analysis method was used at both the basic level and the higher level. At the basic level the researcher will provide a definitive of the data is what was said and at the higher level or latent level the researcher conducted a more explanatory analysis which concerned with the response of what researcher has been implied. In a nutshell quotations of the qualitative data

were used to present the responses whereas descriptions were used to infer the same by triangulation with secondary data from documentary review.

3.7 Quantitative analysis

Responses from the questionnaire were analyzed using the mean score for each variable and comparisons were made during data presentation. For this case, SPSS was used to generate mean scores. A cut point of 3.5 was used to decide of whether the component of a practical ideal succession plan is realized at MICAS. For the binary indicated responses a frequency and percentage was used. Also the coefficient of variation was used to determine which component is relatively highly achieved compared to others.

Table 3. 2: Measurement of Variables:-

S/Na.	Variable	Description	Measurement
1.	Top Management Participation and Support	Taking responsibility by the top management to determine criteria of succession plan is mainstreamed and followed at MICAS.	Five point likert scale
2..	Needs Driven Assessment	Conducting reviews on competences to identify gaps, required skills and positions demand succession planning and making external benchmarking at MICAS.	Five point likert scale
3.	Provision of Formal Professional Development Opportunities	Making available career development opportunities and defining the career paths at MICAS.	Five point likert scale
4.	Focus on Individual Attention	Paying attention to employee's career goals and desires for them to make choice regarding training.	Five point likert scale
5.	Dedicated Responsibility	Availability of dedicated personnel for coordinating and keep track of future needs through a systematic approach at MICAS.	Five point likert scale
6.	Extension to all Levels of Organization	Suiting the succession planning to the identification of talents at all levels of the organization at MICAS.	Five point likert scale
7.	Part of Strategic Plan	Mainstreaming the succession plan to a broad strategic and workforce plan of the organization at MICAS.	Five point likert scale

Source: Researcher (2017)

3.8 Data Validity and Reliability

3.8.1 Validity:-

According to MacNabb(2002) validity in research to measure and evaluate what exactly is supposed to be measured and evaluated, this means that how the researcher truly represent the phenomenon, the design and the methods used should be based on findings ad experiment. This study was attained a high level of validity through various ways such as the use of systematic random sampling that help avoidance of biasness. According to Krisnaswami(2002), validity refers to the degree to which the study accurately reflects or assesses the specific concept the researcher attempt to measure. Also validity in this study was achieved by using purposive sampling in order to reduce biasness. The selection of research assistants helped to match the questionnaire features with those of the sample in helping to reduce biasness and bring up validity. In view of the fact that, this study is of qualitative approach, and according to the Lincoln & Guba's (1985), evaluative criteria may be used to ensure reliability and validity aspects of the study. Trustworthiness of a research study is important and can be established by ensuring credibility, transferability, dependability and conformability.

3.8.2 Reliability

Reliability of data was ensured by the use of different methods and tools during data collection. The way of evaluating the quality of the measurement process used to collect data during a research. McNabb (2002) described the research which have been study as by the same or different researcher has to provide the same results and capable of being relied. Data reliability to the study was measured by using Excel. Reliability is to make sure that, there is an appropriate of sampling techniques including systematic random sampling and selection an appropriate sample size.

3.8.3 Credibility

The truth of the study findings is enhanced by credibility realized. In this study triangulation, member checks and negative case analysis techniques were employed by the researcher to ensure credibility. Triangulation was expended to make sure an account is rich, robust, comprehensive and well-developed. Member checks was used to facilitate correction of errors among respondents and challenge issues that are observed as in the wrong interpretations and will also present an opportunity for respondents to offer additional information through the playing back process. On the other hand negative case analysis was conducted to facilitate revision, broadening and confirmation of patterns that emerge from data analysis.

3.8.4 Transferability

Transferability can be achieved when the researcher shows that the findings of the study have applicability in other contexts. Transferability was achieved through the thick description technique where the researcher will provide sufficient description of the research answers in order to ensure external validity. It means the researcher put into consideration of the detailed account of field experiences (Holloway, 1997).

3.8.5 Dependability

According to Lincoln, Guba (1985), criterion is a requirement for showing that the dependability of the findings are consistent and may possibly be repeated. The inquiry audit technique was used to ensure dependability. According to (Creswell, 1998) the purpose of inquiry audit is to assess the accuracy and appraise whether or not the findings, interpretations and conclusions are supported by the data. In this study, the supervisor is consulted and acts as an outsider and be able to challenge the research process and findings.

3.8.6 Conformability

Conformability is the degree of neutrality to which the findings of a study are shaped by the respondents and not researcher bias, motivation, or interest (Lincoln & Guba 1985). The researcher adhered to audit trail and reflexivity to ensure conformability of the study findings. The researcher made available the necessary records for audit

which included appendices of study plan and data gathering tools. Also the researcher involved the supervisor in development of the study design to foster reflexivity and reflexive research design. Reflexivity minimized the researcher bias on the study methodology and facilitates an objective decision on different techniques to adopt for achievement of this study.

3.9 Ethical Consideration

In collecting and analyzing data, I considered the following ethical issues: I made sure that, the use appropriate controls for the sake of not omitting controls that others have pointed out; to use appropriate sample sizes; to conduct carefully selection of what has been observed in the field and left out; what has been scant to see events or non-events; to set sufficient amount of time for preserved data; to conduct proper editing or making up of data; reporting only positive or significant results; carefully use of other people's words or data; changing the hypothesis of the paper; and I was careful when reporting on negative findings.

CHAPTER FOUR

PRESENTATION OF FINDINGS

4.1 Introduction

In this chapter, findings of the study are presented and analyzed for each of the four specific objectives of the study. The specific objectives were determined whether the Components of Practical Ideal Succession Plan are incorporated in Succession Planning at the MICAS; to identify areas of improvement of realizing the Components of Practical Ideal Succession Plan which are not successfully integrated in Succession Planning at the MICAS; to identify challenges limiting proper implementation of Succession Planning and Policy at the MICAS; and to identify relevant strategies that can be applied to address challenges limiting proper implementation of Succession Planning and Policy at the MICAS. Also, the background information was presented in Section 4.1 of this research.

4.2 Background of the respondents

Under this section of the study, profile of the respondents is presented. Profile of the respondents shows the distribution of the respondents in the population of the study.

Table 4. 1: Profile of respondents

Category	Frequency	Percentage %
Position or Occupation		
Administration & Human Resources Department	58	38.9
Information Services Department	18	12.1
Cultural Development Department	12	8.1
Sports Development Department	30	20.1
Policy & Planning Department	6	4.0
Finance & Accounts Unit	10	6.7
Internal Audit Unit	2	1.3
Procurement Unit	4	2.7
Legal Unit	1	0.7
ICT Unit	4	2.7
Government Communication Unit	4	2.7
Total	149	100
Experience		
Less than one year	39	26.2
1-3 years	44	29.5
4-5 years	40	26.8
6 – 10 years	17	11.4
More than 10 years	9	6.0
Total	149	100

Source: Field Data (2017)

4.1.1 Occupation of the respondents

In **Table 4.1**, the results show that 38.9% of the respondents were from Administration & Human Resources Department; 2.1% were from Information Services Department; 8.1% were from Cultural Development Department; 20.1% were from Sports Development Department; 4.0% were from Policy & Planning Department; 6.7% were from Finance & Accounts Unit; 1.3% was from Internal Audit Unit; 2.7 were from Procurement Unit; 0.7% were from Legal Unit; 2.7 were from ICT and 2.7% were from Government Communication Unit. The findings show that, at least all cadres were involved in the study. Such findings indicate good representative of the population.

4.1.2 Experience of respondents

Respondents were asked to show their work experiences as either less than a year, 1-3 years, 4-5 years, 6-10 years or more than 10 years. Results in **Table 4.1** show that 26.2% had experience of less than a year; 29.5% had an experience of 1-3 years;

26.8% had experience of 4-5 years; 11.4% had 6-10 years and 6.0% had experience of more than 10 years at MICAS. The finding implies that, respondents were highly experienced and could provide informed data regarding implementation of Succession Planning at MICAS.

4.2 Are the Components of Practical Ideal Succession Planning Successfully Incorporated in Planning at the MICAS?

It was the first research question where the researcher intended to determine whether the Components of Practical Ideal Succession Planning are incorporated in Succession Planning at the MICAS. The six (6) Components of Practical Ideal of Succession Planning in Succession Planning at the MICAS are: support from top management; the assessment of needs driven; the provision formal professional development opportunities; it should focus on individual attention; there must be a dedication of responsibility; extending at all levels of the organization and be part of strategic plan of the organization. These Components were tested by using “Five Point Likert Scale questions whereby the respondents has to indicate “strongly agree”; “agree”; “neutral”; “disagree” and “strongly disagree”.

Thus, the mean score for each Component were estimated and a cut point of 3.5 was used to classify whether the Components of Practical Ideal Succession Planning are either successfully incorporated or not successfully incorporated in Succession Planning at the MICAS. Also, the seventh (7) Component which was “dedicated responsibility” was tested by binary indicator where respondents had to say “yes” or “no” or “don’t know”. For this case therefore, frequency and percentage was used to establish whether “dedicated responsibility” as a component was either successfully incorporated or not successfully incorporated in Succession Planning at the MICAS. Table 4.2 presents the analyzed data.

Table 4.2: Incorporation of Components of Practical Ideal Succession Planning in Succession Planning at the MICAS

Component of Practical Ideal Succession Plan	Mean Score			Remarks
Part of strategic plan	3.60			Successfully incorporated
Support from the top Management	3.60			Successfully incorporated
Provision of formal professional development opportunities	3.70			Successfully incorporated
The assessment of needs driven	3.54			Successfully incorporated
Extension at all levels of organization	3.28			Not successfully incorporated
Focus on individual attention	3.60			Successfully incorporated
Dedicated responsibility	Response	Frequency	Percentage	Not successfully incorporated
	No	58	38.9	
	Yes	43	28.9	
	Don't know	48	32.2	
	Total	149	100	

Source: Field Data (2017)

4.2.1 Part of Strategic Plan

Table 4.2 shows that, the mean score for incorporation of “Part of Strategic Plan” as a Component of Practical Ideal Succession Planning in Succession Planning at the MICAS was 3.60 which is above the cut point of 3.5, thus the component of “Part of Strategic Plan” was successfully incorporated in Succession Plan at MICAS.

4.2.2 Support from the top Management

Table 4.2 shows that, the score for incorporation of “Support from the top Management” as a component of Practical Ideal Succession Planning in Succession Planning at the MICAS was 3.60 which is above the cut point of 3.5%, thus the component of “Support from the top Management” was successfully incorporated in Succession Plan at MICAS.

4.2.3 Provision of Formal Professional Development Opportunities

Table 4.2 shows that, the mean score of incorporation of “Provision of Formal Professional Development Opportunities” as a component of Practical Ideal Succession Planning in Succession Planning at the MICAS was 3.70 which is above the cut point 3.5, thus the component of “Provision of Formal Professional Development Opportunities” was successfully incorporated in Succession Plan at MICAS.

4.2.4 The Assessment of Needs Driven

Table 4.2 shows that, the mean score for incorporation of “Assessment of Needs Driven” as a Component of Practical Ideal Succession Planning in Succession Planning at the MICAS was 3.54 which is above 3.5 thus the component of Assessment Needs Driven was 3.54 which is above the cut point of 3.5, thus the component of “Assessment of Needs Driven” was successfully incorporated in Succession Planning at MICAS. The finding implies that, the reviews are conducted on competences to identify gaps, required skills and positions demanding succession planning and making external benchmarking at MICAS. The finding implies that, the succession plan is not suited to the identification of talents at all levels of the organization at MICAS.

4.2.5 Extension at all levels of organization

Table 4.2 shows that, the mean score for incorporation of “Extension at all levels of organization” as a Component of Practical Ideal Succession Planning in Succession Planning at the MICAS was 3.28 which is below the cut point of 3.5, thus the component of “Extension at all levels of organization” was not successfully incorporated in succession planning at MICAS.

4.2.6 Focus on Individual Attention

Table 4.2 shows that the mean score for incorporation of “Focus on Individual Attention” as a Component of Practical Ideal Succession Planning in Succession Planning at the MICAS was 3.60 which is above the cut point of 3.5, thus the component of “Focus on Individual Attention” was successfully incorporated in

succession planning at MICAS. The finding implies that, attention is being paid to employees career goals and desires for them to make choice regarding training development at MICAS.

4.2.7 Dedicated Responsibility

Table 4.2 shows that, out of 149 respondents, 38.9% said there was no “Dedicated Responsibility”; 28.9% said there was a “Dedicated Responsibility” and the remaining 32.2% said they don’t know whether there is a “Dedicated Responsibility” at MICAS. However, the argument that was made by the Head of Administration & Human Resources Management department shows that, there is no specific person responsible only for succession planning but such responsibilities are co-fulfilled by staff members in the HR Section and Heads of Departments and Units.

4.3 What are the areas to be improved for Component of Practical Ideal Succession Planning which are not successful integrated in Succession Planning at MICAS?

This was the second specific research objective where the researcher had to identify areas of improvement for realizing the Component of Practical Ideal Succession Planning which are not successfully integrated in Succession Planning at the MICAS. In connection to the first objective, two components namely “Extension to all levels of organization” and “Dedication Responsibility” were not successfully integrated in succession planning at MICAS. For this reason, areas of improvement were identified by analyzing the responses made by respondents regarding them. The findings were presented in Table 4.3.

Table 4. 3: Areas of improvement for successful integration of “Extension to all levels of organization” and “Dedication Responsibility”

Component not successfully integrated	Areas of improvement for successful integration	Frequency	Percentage (N-149)
Extension to all levels of organization	Ensuring employees participation in the succession planning process	69	46.3
	Sharing responsibility for succession management across the organization	78	52.3
	Taking into account the career aspirations, values and preferences of all employees	71	47.7
Dedication Responsibility	Availability of qualified personnel for succession plan.	106	71.1
	Ensuring monitoring and evaluation of succession plan.		

Source: Field Data (2017)

4.3.1 Areas of improvement for successful integration of “Extension to all levels of organization” component

For successful integration of “Extension to all levels of organization” component three areas of improvement have been identified. They include ensuring employees’ participation in the succession planning process, sharing responsibility for succession management across the organization and taking into account the career aspirations, values and preferences of all employees. Details are presented in sub-section: 4.3.1.1, 4.3.1.2, and 4.3.1.3.

4.3.1.1 Employees’ participation in the succession planning process

Table 4.3 shows that 46.3% of respondents said “ensuring employees’ participation in the succession planning process” would help to improve the extension of succession plan to all levels of the organization. The finding implies that, employees are a key to successful achievement of succession planning especially when successors are determined to be obtained from within.

4.3.1.2 Sharing responsibility for succession planning across the organization

Table 4.3 shows that, 52.3% of the respondents said “sharing responsibility for succession management across the organization would help to improve the extension of succession plan at all levels of the organization.

4.3.1.3 Taking into account the preferences of all employees

Table 4.3 shows that 47.7% respondents said “taking into account the career aspirations, values and preferences of all employees” would help to improve the extension of succession planning to all levels of the organization. The finding implies that, extending succession planning to all level of the organization should take a down top approach rather than a top down approach.

4.3.2 Areas of improvement for successful integration of “Dedicated Responsibility” component

For successful integration of Dedicated Responsibility” component, two areas of improvement have been identified. They include ensuring availability of qualified personnel for succession planning and ensuring monitoring and evaluation of succession plan. Details are presented in sub-section 4.3.2.1 and 4.3.2.2

4.3.2.1 Ensuring availability of qualified personnel for succession planning

Table 4.3 shows that 71.1% of respondents said “sharing of responsibility for succession management across the organization” would facilitate realization of the “Dedicated Responsibility” component of succession planning. The finding implies that, successful implementation of succession planning especially with regard to ensuring dedicated responsibility, making sure qualified personnel specifically for succession planning is not an option but a necessity.

4.3.2.2 Ensuring Monitoring and Evaluation of Succession Plan

Table 4.3 shows that 49.0% of the respondents said “Ensuring Monitoring and Evaluation of Succession Plan” would facilitate the realization of the “Dedicated Responsibility” component of succession planning. The finding implies that, dedicated responsibility for succession planning is essentially meaningful when

monitoring and evaluation is also part and parcel of such responsibilities of a dedicated person on succession plan.

4.4 What are the Challenges limiting proper Implementation of Succession Plan and Policy at MICAS?

This was the third specific research objective of the study where the researcher had to identify challenges limiting proper implementation of Succession Plan and Policy at the MICAS. Respondents were asked to list the basic challenges considered as limiting proper implementation of succession Plan and Policy at MICAS. Also Heads of Departments and Units were interviewed to respond on the same. The findings are presented in Table 4.4.

Table 4. 4: Challenges limiting proper implementation of Succession Plan & Policy at MICAS

Challenges limiting proper Succession Planning at MICAS	Frequency	Percentage (N=149)
Patronage and lack of political will	109	73.2
Failure to recognize talents from within	99	66.4
Lack of transparency in promotions for senior positions	78	52.3
	149	100

Source: Field Data (2017)

4.4.1 Patronage and lack of political will

Table 4.4 shows that 73.2% of respondents said that “patronage and lack of political will” is a challenge limiting proper implementation of Succession Plan and Policy at MICAS. The finding implies that, senior positions are mainly misused for promoting political supporters of influential persons in public office.

4.4.2 Failure to recognize talents from within:-

Table 4.4 shows that 66.4% of respondents said that, “lack of transparency in promotions for senior positions” is a challenge limiting proper implementation of succession Plan and Policy at MICAS. The finding implies that, there is no predictable environment for promotions among staff at MICAS.

4.5 What are the relevant Strategies that can be applied to address challenges limiting proper implementation of Succession Plan and Policy at MICAS

This was the fourth specific research objective of the study where the researcher had to identify strategies that can be applied to address challenges limiting proper implementation of Succession Plan and Policy at MICAS. Also, Heads of Departments and Units were interviewed to respond on the same. The findings are presented in Table 4.5

Table 4. 5: Strategies that can be applied to address challenges limiting proper implementation of Succession Plan and Policy at MICAS

Challenges limiting proper succession planning at MICAS	Frequency	Percentage
Regulation of appointing authority for senior position	113	75.8
Mainstreaming professionalism in succession planning	121	81.2
Institutionalizing career development path	136	91.3

Source: Field Data (2017)

4.5.1 Regulation of appointing authority for senior positions:

Table 4.5 shows that 75.8% of respondents said the “regulation of appointing authority for senior position” is a relevant strategy for addressing challenges limiting proper implementation of succession Plan and Policy at MICAS. The finding implies that, appointing authorities must be subject to checks and balance to avoid patronage which infringes succession planning in the public sector.

4.5.2 Mainstreaming professionalism in Succession Planning:-

Table 4.5 shows that 81.2% of respondents said that “mainstreaming professionalism in succession planning” is a relevant strategy for addressing challenges limiting proper implementation of Succession Plan and Policy at MICAS. The finding implies that professionalism is necessary for ensuring that talents from within are recognized and groomed for future occupancy of senior positions.

4.5.3 Institutionalization career development path:-

Table 4.5 shows that 91.3% of respondents said that “institutionalizing career development path” is a relevant strategy for addressing challenges limiting proper implementation of succession Plan and Policy at MICAS. The finding implies that creating an environment where staffs are able to predict their destinations in career development and plan for such higher attainment is essential for addressing the challenges of lack of transparency and failure to recognize talents from within.

CHAPTER FIVE

DISCUSSION OF THE FINDINGS

5.1 Introduction

In this chapter findings of the study are discussed for each of the four specific objectives of the study. The specific objectives were: to determine whether the Components of Practical Ideal Succession Plan are incorporated in Succession Planning at MICAS; to identify areas of improvement of realizing the Components of Practical Ideal Succession Plan are incorporated in Succession Planning at MICAS; to identify challenges limiting proper implementation of Succession Plan and Policy at MICAS; and to identify relevant strategies that can be applied to address challenges limiting proper implementation of Succession Plan and Policy at MICAS. Also, the background information was presented in Section 4.1 of this research report.

5.2 Incorporation of Components of Practical Ideal Succession Plan are incorporated in Succession Planning at MICAS

This was the first specific research objective where the researcher intended to determine whether the Components of Components of Practical Ideal Succession Plan are incorporated in Succession Planning at MICAS. The six (6) components of Components of Practical Ideal Succession Plan namely: support from top management; the assessment of needs driven; the provision formal professional development opportunities; it should focus on individual attention; there must be a dedication of responsibility; extending at all levels of the organization and be part of strategic plan of the organization were tested using a five point likert scale questions where respondents had to indicate “strongly agree”; agree”; “neutral”; “disagree”; or “strongly disagree”.

Thus, the mean score for each component were estimated and a cut point of 3.5 was used to classify whether the Components of Practical Ideal Succession Plan are either successfully incorporated or not successfully incorporated in Succession Plan at MICAS. Also, the seventh component which was “dedicated responsibility” was tested by a binary indicator where respondents had to say “Yes” or “No” or “Don’t

know”. For this case therefore, frequency and percentage was used to establish whether “dedicated responsibility” as a component was either successfully incorporated or not successfully incorporated in Succession Plan at MICAS. The results were presented in the Table 4.2.

5.1.1 Part of Strategic Plan

The component of “Part of Strategic Plan” was successfully incorporated in succession plan at MICAS. The finding was also in support of Head of Policy and Planning Department who argued that:-

“At MICAS, we have integrated the succession plan within the broad strategic plan. This is basically one of the requirements of planning in our Ministry”. (DPP)

The argument indicates that Succession Plan was successfully integrated in the Strategic Plan of MICAS such that, its implementation is associated with organizational direction and measurable program objectives of the broader plan of MICAS. The findings also occur with WSDP (2006) who contends that when Succession Plan is successfully incorporated in the strategic plan both organizational direction and measurable program objectives of the workforce are easily achieved.

5.1.2 Support from the Top Management

The component of “Support from the Top Management” was successfully incorporated in Succession Plan at MICAS. The findings were also in support of Head of Administration and Human Resources Department who contended that:-

“Part of Top Management job description is focusing on their requirement to participate and provide support for making sure the Succession Plan is implemented in accordance with the predetermined goals”. (DAHRM)

The argument by DAHRM indicates that the participation and support from the Top Management for succession plan at MICAS is institutionalized in the day by day obligation of senior officers at MICAS. The findings implies that the top management was committed to make sure succession plan takes-off simultaneously with the general organization progression at MICAS.

The findings were also in line with (Emmerichset. al, 2004) who contends that absence of support from the top management in form of their participation in implementing succession plan may limit the succession plan take-offs together with the organization progression.

5.1.3 Provision of formal Professional Development Opportunities

The component of “Provision of formal Professional Development Opportunities” was successfully incorporated in succession plan at MICAS. The findings were also in support of Head of Administration and Human Resources Department who contended that:-

“Formal professional development opportunities are provided to all carders such that every employee got the right to access learning opportunities after the second year of his or her employment. However, depending on resources available and avoidance of too much education laves, at MICAS we offer professional development opportunities gradually”(DAHRM).

The argument emphasizes on education leaves for staffs at MICAS but does not provide evidence for particular professional development opportunities being offered at MICAS. However, the roaster for professional development opportunities at MICAS indicates that common opportunities are for higher education and limited for specialized not-formal learning opportunities. Nonetheless, according to the Head of Administration and Human Resources Department:-

“Professional development opportunities are currently emphasizing both on-the-job and off-the-job learning where staffs can improve their practices in their respective offices and the seniority positions”. (DAHRM).

The argument indicates that, provision of formal professional development opportunities at MICAS prioritizes for positions subject to expected loss of key staff. This is a good succession plan approach since according to Waymon (2005) for succession planning to be sound and successfully implemented should incorporate access to opportunities for professional development in timeframe on the expected loss of key staff in the organization.

5.1.4 Assessment of Needs Driven

The component of “Assessment of Needs Driven” was successfully incorporated in success plan at MICAS. The findings implies that review were conducted on competences to identify gaps, required skills and positions demanding succession plan and making external benchmarking at MICAS. The finding was also support of Head of Information Services Department who contended that:-

“I am normally required by the Head of Administration and Human Resources Management to make annual review of my staff needs on provided terms of references and such as positions likely to become vacant, lacking skills and knowledge gaps”. (MIH).

The findings imply that, there are efforts to appropriate and make effective the succession plan and implementation at MICAS as also it was found by Gowthami (2012) that among other appropriateness and efficacy of succession plan was defined by the level at which the assessments of needs driven is conducted.

5.1.5 Extension of all levels of Organization

The component of “Extension of all levels of Organization” was not successfully incorporated in succession plan at MICAS. The finding implies that the succession plan is not suited to the identification of talents at all levels of the organization at MICAS. The finding was also in line with the certain Head of Department who argued that:-

“Talents are not given the first priority as expected. Instead of investing on talents of employees, we normally see promotion to senior staffs which in most cases is based on who knows who...in my department there are highly talented and qualified staffs but have never been assumed for higher positions...they can only be acting on certain positions in the absence of appointees at least for some days”. (unnamed Head of Department).

The finding locates the key problem with implementation of succession plan at MICAS as far as implementation of succession pla is not equally extended to all levels of organization at MICAS. The failure to extend succession plan to all levels

of organization at MICAS is termed by Kim Lamoureux et. al, (2009) as killer or succession plan is the public sector as it encourages nepotism where talents, competencies, skills are not a key determinant of succession planning goals.

5.1.6 Focus on Individual Attention

The component “Focus on Individual Attention” was successfully incorporated in succession plan at MICAS. The findings imply that attention is being paid to employees’ career goals and desires for them to make choice regarding training at MICAS. The findings were also in line with the Head of Internal Audit Unit who argued that:

“No one is being forced on what path to go through in career development...what is done is just exposing staffs to all available professional courses which are highly demanded in public sector and they are left to choose, (CIA).

The finding implies that individual attention is being respected in succession planning process and therefore, staffs at MICAS are passionate and highly responsible for their career development. This ensures that new competences and skills oriented development are acquired in accordance with the required qualifications for senior positions (Diamond 2006; p38).

5.1.7 Dedicated Responsibility

There is no specific person responsible only for succession plan but such responsibilities are co-fulfilled by staff members in the Human Resources Section and Heads of Departments and Units.

“We have no separate staff for succession planning alone...it is the responsibility of Head of Departments and Units and Human Resources Officers. (HODs & Units and HR department).

The finding implies that, there is no one held responsible for accountability and effectiveness of the implementation of the planned succession goals at MICAS. Ley

(2002) argues that lack of personnel with dedicated responsibility for succession plan in the public sector is a key to numerous problems of poor implementation.

5.2 Areas of Improvement for unsuccessfully integrated components of Practical Ideal Succession Plan in Succession Plan at MICAS

This was the second specific research objectives where the researcher had to identify areas of improvement for realizing the Components of Practical Ideal Succession Plan which are not successfully integrated in Succession Plan at the MICAS. In the connection to the first objective, two components namely “Extension to all Levels of Organization” and “Dedicated Responsibility” were not successfully integrated in succession plan at MICAS. For this reason, therefore, areas of improvement were identified by analyzing the responses made by respondents regarding them. The findings are presented in Table 4.4.

5.2.1 Areas of Improvements for Successful integration of “Extension to all levels of organization” component

For successful integration of “Extension to all levels of organization” component three (3) areas of improvement have been identified. They include: ensuring employees’ participation in the succession planning process; sharing responsibility for succession management across the organization; and taking into account the career aspirations, values and preferences of all employees. Details are presented in sub-section 5.2.1.1; 5.2.1.2 and 5.2.1.3.

5.2.1.1 Employees’ participation in the Succession planning process

The findings show that “ensuring employees’ participation in the succession planning process” would help to improve the extension of succession planning to all levels of the organization. The finding implies that, employees are key to successful achievement of succession planning especially when successors are determined to be obtained from within. This was in support of the Head of Cultural Development Department who argued that:-

“Employees participation is the only means by which we can be assured that succession planning is equally respecting and reaching every carder”, (MUT).

A wide spread inclusion of different carders in the planning of succession plan and implementation enhances that at every point of time there is competent staff within who can assume senior positions when they fall vacant. The finding was also in concurrence with leadership model succession theory where according to Van Vug et al, (2008) successors groomed from within the organization are more familiar with the organization culture and business direction compared to externally outsourced successors.

5.2.1.2 Sharing responsibility for succession planning across the organization

The findings show that “Sharing responsibility for succession planning across the organization” would help to improve the extension of succession planning to all levels of the organization. The finding was completed by the argument that:-

“It is shared responsibility where checks and balance for vital decisions regarding succession planning are ensured.there will be no more nepotism..or bias and thus succession planning will be extended to all levels of the organization”, (CA).

The finding implies that, the major problem of implementing succession planning is the incidences of lack of equal access of senior positions among subordinate staffs. This is actually a demotivation for successful implementation of succession planning. Thus, share responsibility facilitate collective decisions which in turn increases the odds of extending succession planning to all levels of the organization as emphasized in the leadership model succession theory (Vroom &Jago2007).

5.2.1.3 Taking into account the preference of all employees

The findings show that, “taking into account the career aspirations, values and preferences of all employees” would help improve the extension of succession planning to all levels of the organization. The findings imply that, extending succession planning to all levels of the organization should take a down top approach

rather than a top down approach. The findings were also in support of the Head of Policy and Planning Department who explained that:-

“The down-top approach is the most suitable way of ensuring that succession planning and implementation is within the internal career aspirations, values and preferences of all employees...it is through this method succession planning can reflect the needs for all carders in all levels of the organization...thus, making sure implantation is realistic”.(DPP).

The findings also imply that, employees in all carders are to be highly involved in the implementation process for succession planning. This guarantees for preparedness and motivation of employees for promotion within the hierarchy rather than staying in unpredictable career path. This argument is in connection to the provision of the opponent process theory of leadership succession where according to Ullrich et. al, (2009) the implementation of succession plan should be done in line with purpose of retaining highly qualified employees through promotions.

5.2.2 Areas of Improvement for Successful Integration of “Dedication Responsibility” Component

For successful integration of “Dedication Responsibility” component, two areas of improvement have been identified. They include ensuring availability of qualified personnel for succession planning and ensuring monitoring and evaluation of succession plan. Details are presented in sub-section 4.2.2.1 and 5.2.2.2.

5.2.2.1 Ensuring availability of qualified personnel for succession planning

The findings show that, “sharing responsibility for succession management across the organization” would facilitate realization of the “Dedicated Responsibility” component of succession planning. The findings imply that, successful implementation of succession planning especially with regard to ensuring dedicated responsibility, making sure qualified personnel specifically for succession planning is not an option but a necessity. The same concept was also explained by the Head of Administration and Human Resources Department where:-

“For getting full attention to succession planning as a whole it may seem very useful to recruit a particular personal for this task...it can improve how thoroughly each element of succession planning is integrated in the workforce planning as well”, (DAHRM).

The findings also in concur with Whitmore (2006) who found that making “succession planning as a dedicated responsibility” is a very realistic component for the practical implementation of succession planning in the public sector.

5.2.2.2 Ensuring monitoring and evaluation of succession plan

The findings show that, “Ensuring monitoring and evaluation of succession plan” would facilitate realization of the “Dedicated Responsibility” component of succession planning. The findings imply that, dedicated responsibility for succession planning is essential meaningful when monitoring and evaluation is also part and parcel of such responsibilities of a dedicated person on succession plan. This was also complemented by the argument that:-

“When there is M&E of SP as a daily responsibility, then succession planning will become very updated in relation to the skills and learning facilitation needs to ensure that no objective of the succession plan remains unimplemented”, (HLSU).

5.3 Challenges limiting proper implementation of Succession Plan and Policy at MICAS

This was the third specific research objective of the study under which the researcher had to identify challenges limiting proper implementation of succession Plan and Policy at the MICAS. Respondents were asked to list the basic challenges considered as limiting proper implementation of succession Plan and Policy at MICAS. Also Heads of Departments and Units were interviewed to respond on the same. The findings are presented in Table 4.5.

5.3.1 Patronage and lack of political will

The findings show that, “Patronage and lack of political will” is a challenge limiting proper implementation of Succession Plan and Policy at MICAS. The findings imply that, senior positions are mainly misused for promoting political supporters of influential persons in the public office. The findings were in support with the Head of certain Unit at MICAS who argued that:

“Senior positions are given to people from the outside who are close to the top leadership of the public sector...you can find a person who is not even qualified compared to our staffs being brought in the office for the senior position...it is very discouraging to us as well as to our staffs”,(unnamed Head of Unit at MICAS).

The finding was also in line with Veinbraghet. al, (2011) who contends that the major challenge that is obviously limiting proper implementation of succession planning in public sector is patronage and lack of political will which castrates the process.

5.3.2 Failure to recognize talents from within

The findings show that, “Failure to recognize talents from within” is a challenge limiting proper implementation of Succession Plan and Policy at MICAS. Another challenge is the failure to recognize talents from within at MICAS but instead replacing senior staffs’ positions which fall vacant with strangers. The findings were also implemented by the argument that was made by the Head of certain Department that:

“We have some talented staffs but seldom does the succession planning prioritizes for such people...for example, in my department... there are two staffs with experience of seven years in IT portal designs ...but we always witness new comers for similar qualifications..and after a while they get opportunities for further promotions and professional development opportunities”, (unnamed name of Head of Department).

The findings emphasize the existence of unequal treatment of staffs in the face of filling vacant positions and thus a great ignorance of internally groomed talents remains useless. Also, according to Erasmus (2009), the fact that competent staffs are left at subordinate positions and other personnel are brought from outside the career path is adversely affecting effectiveness of implementation of Succession Plan and Policy in the public sector.

5.3.3 Lack of transparency in promotions for senior positions

The findings show that, “Lack of transparency in promotions for senior positions” is a challenge limiting proper implementation of Succession Plan and Policy at MICAS. The findings imply that there is no predictable environment for promotions among staffs at MICAS. This findings were supported by the argument that:-

“...There is much elements of privacy in recruitment of senior staffs...it is difficult to predict when and for what reasons one can be endorsed for the position...in most cases we qualify for acting for sometime...but can't tell who should be who for what qualifications”, (unnamed Head of Department).

Lack of transparency in promotions is the root cause for the first two challenges of patronage and failure to recognize talents from within. According to Mwemezi (2011) transparency is inevitable in public sector for assurance of Succession plan and Policy implementation.

5.4 Strategies that can be applied to address challenges limiting proper implementation of Succession Plan and Policy at MICAS

This is the fourth specific research objective of the study where the researcher had to identify strategies that can be applied to address challenges limiting proper implementation of Succession Plan and Policy at the MICAS. Respondents were asked to list the strategies to list the strategies considered relevant for proper implementation of Succession Plan and Policy at MICAS. Also, Heads of Departments and Units were interviewed to respond on the same. The findings were presented in Table 4.6.

5.4.1 Regulation of Appointing Authority for Senior Positions

The findings show that, “Regulation of Appointing Authority for Senior Positions” is the relevant strategy for addressing challenges limiting proper implementation of Succession Plan and Policy at MICAS. The findings imply that, appointing authorities must be subject to checks and balance to avoid patronage which infringes succession planning in the public sector. The findings were also in line with the contention that:-

“With regulated appointing authorities, the internal affairs of succession planning will be respected and equal opportunities will be ensured for grooming senior staff from within”, (unnamed Head of Department).

Also, according to Issa (2007) for ensuring that senior positions are prioritized for staffs from within there is a need for legal framework for controlling and checking the powers of the appointees in the public sector.

5.4.2 Mainstreaming professionalism in succession planning

The findings show that, “Mainstreaming professionalism in succession planning” is a relevant strategy for addressing challenges limiting proper implementation of Succession Plan and Policy at the MICAS. The findings imply that, professionalism is necessary for ensuring that talents from within are recognized and groomed for future occupancy of senior positions. These findings were also supported by the argument that:-

“Professionalism is a requirement for the best successful Succession Plan and Policy implementation”, (DAHRM).

Professionalism ensures that at all times best practices are conducted for successful implementation of succession planning in the public sector, Cherly (2009).

5.4.3 Institutionalize Career Development Path

The findings show that, “institutionalizing career development path” is a relevant strategy for addressing challenges limiting proper implementation of Succession Plan and Policy at MICAS. The findings imply that creating an environment where staffs are able to predict their destinations in career development and plan for such higher attainment is essential for addressing the challenges of lack of transparency and failure to recognize talents from within;

“When employees are assured of next decision regarding the next positions at the top, they will become motivated and given an opportunity to guarantee for the future availability of competent staffs in public sector”, (HPMU).

The findings concur with Dubrin (2010), who contended that institutionalization of career development path minimizes subjective decisions in promotions and controls for biasness and nepotism as well.

CHAPTER SIX

SUMMARY, CONCLUSION AND RECOMMENDATIONS

6.1 Introduction

In this chapter, findings of the study are summarized for each of the four specific objectives of the study. The conclusion of the study is also drawn from the findings followed by recommendations of the study.

6.2 Summary of the Findings

Regarding the incorporation of the Components of Practical Ideal Succession Plan at MICAS, the findings show that, part of strategic plan; support from the top management; provision of formal professional development opportunities; the assessments of needs driven; and focus on individual attention were successfully incorporated in succession planning at MICAS. On the other hand, the components of “extension to all levels of organization” and “dedicated responsibility” were not successfully incorporated in Succession Planning at MICAS.

Regarding the areas of improvement for realizing the Components of Practical Ideal Succession Plan which are not successfully incorporated in succession plan at MICAS; two components namely: “extension to all levels of organization” and “dedicated responsibility”. For “extension to all levels of organization” areas of improvement includes: employees’ participation in the succession planning process; sharing responsibility for succession management across the organization and taking into account the career aspirations, values and preferences of all employees. As for “dedicated responsibility” component areas of improvement includes: ensuring availability of qualified personnel for succession planning and ensuring monitoring and evaluation of succession plan.

On the challenges, limiting proper implementation of Succession plan and Policy at MICAS, three major challenges were identified which are: patronage and lack of political will; failure to recognize talents from within and lack of transparency in promotions for senior positions. However, strategies that can be applied to address

challenges limiting proper implementation of Succession Plan and Policy at MICAS includes regulation of appointing authority for senior positions; mainstreaming professionalism in succession planning and institutionalizing career development path.

6.3 Conclusion

The implementation of Succession Plan and Policy at the MICAS in Tanzania is realized through five (5) components namely: “part of strategic plan”; “support from the top management”; “provision of formal professional development opportunities”; “the assessments of needs driven”; and “focus on individual attention” but with limited practice for two (2) components namely: “extension to all levels of organization” and “dedicated responsibility”. These two components are confronted with challenges of patronage and lack of political will; failure to recognize talents from within and lack of transparency in promotions for senior positions.

Therefore, it can be concluded that, efforts towards proper implementation of Succession Plan in the Public Sector are jeopardized by external forces from political leadership who intervenes the professionalism and predetermined succession planning goals. Mean while, in order for the implementing succession planning in an effectively implemented must reliaze each of the seven (7) Ley’s Components of Practical Ideal Succession Plan need in the Succession process.

It is evident that succession planning at MICAS and indeed in the whole public service needs to be taken seriously as a part of Management Tools for doing the development of the organization. Institutionalization of career development path minimizes subjective decisions in promotions and controls for biasness and nepotism as well.

6.4 Recommendations

From the findings narrated above, it is evident that succession planning at MICAS and indeed in the whole public service needs to be taken seriously as a part of

Management Tools for doing the development of the organization. In order to do so I recommend the following:

Firstly, MICAS management should incorporate the Components of Practical Ideal Succession Plan such as “extension to all levels of organization” and “dedicated responsibility”;

Secondly, training and development is the core component of Succession Planning where employees as they climb the ladder of seniority, need to be trained and equipped to take new responsibilities of the higher levels. Inadequate training and development program create stagnant employees who in the long run, cannot be fit to take over higher positions with bigger and heavier responsibilities. For this reason, therefore, MICAS should strategically train its employees focusing on the future roles and deliberately equipping them to be capable leaders or managers;

Thirdly, the government strategy to use adhoc means to promote employees should be discouraged. Advantages of using Succession Plan as a Management tool should be promoted and effectively utilized;

Fourthly, the government should promote TPSC as an Institution of “Career training” and succession planning through professional programs and professional examinations at various level of career;

Fifthly, MICAS should mainstream professionalism in succession planning through qualified personnel for succession planning;

Sixthly, MICAS should institute career development path for its employees so that taking into account the preference of all employees;

Seventhly, all supervisors and managers at MICAS should be trained in the areas of “grooming” and “talent management” so that talents can be developed and put to better use;

Eighthly, Succession Plan should be formalized by MICAS. Succession plan is a Management tool, it should be formalized and be used as such it has to be up-graded and consulted regularly depending on the direction the organization is heading; and

Finally, PO-PSM should provide guidance and support to MDAs; LGAs, Independent Departments to link their SP with strategic plan as well as training plans. It is the fact that, training and development program in an organization aim at succession in the long run. Without this link, Succession Plan will be static and will not yield the envisaged outputs needed.

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QUESTIONNAIRE

Dear respondent,

My name is Jamillah A. Mongi, a student at Mzumbe University, the field work and report is part of my course for the fulfillment of the award of Master of Public Administration. You are kindly requested to respond to these questionnaires to help me to accomplish the study topic on **“Assessment of the Implementation of Succession Plan and Policy at Ministry of Information, Culture, Arts and Sports (MICAS) in Tanzania”**. The required information will be treated with confidentiality and is only for academic purpose and not otherwise.

I thank you in advance for your good cooperation, assistance, time and effort that you will spend in the completion of these questionnaires.

Section A: Personal Information:

1. Sex

No.	Age	Respondent
i.	Male	
ii.	Female	

2. Age:

No.	Age	Respondent
i.	25 – 30	
ii.	30 – 35	
iii.	35 – 40	
iv.	40 – 45	
v.	45 – 50	
vi.	50 – 55	
vii.	55 – 60	

3. Educational Background:

No.	Age	Respondent
i.	Form IV	
ii.	Form VI	
iii.	Ordinary Diploma	
iv.	Advance Diploma/Bachelor Degree	
v.	Postgraduate Diploma	
vi.	Masters	
vii.	PhD	

4. Position Held:

5. Under which Department or Unit are you in the MICAS?

- a). Human Resources Department
- b). Information Services Department
- c). Culture Development Department
- d). Sports Development Department
- e). Policy And Planning Department
- f). Finance & Accounts Unit
- g). Procurement Unit
- h). Internal Audit Unit
- i). Legal Unit
- j). ICT Unit
- k). Government Communication Unit

6. What is your working experience at the MICAS?

- a). Less than 1 year
- b). 1-3 years
- c). 4-5 years
- d). 6-10 years
- e). More than 10 years

Section B: Succession Planning at the MICAS

7. Are you aware of the Succession Plan and Policy of 2008 at the MICAS?

a). Yes

b). No

8. If the answer is “Yes” in question 7 above, do you know the Key Objectives of the Succession Plan and Policy of 2008 at the MICAS?

a). Yes

Explain your answer

b). No

Explain your answer _____

Do you think the Succession Plan and Policy of 2008 has been properly implemented at the MICAS to equip staffs with the required skills to empower them for assuming senior positions when the need arise?

c). Yes

Explain your answer

No

Explain your answer

9. Do you think the positions that appear vacant at the MICAS are filled timely without jeopardizing efficiency of the service provision?

a). Strongly agree

b). Agree

- c). Uncertain
- d). Disagree
- e). Strongly disagree

Explain your answer in question 9 above,

Section C: Incorporation of the Components of Practical Ideal Succession Plan at the MICAS

In the following table, “SA” means Strongly Agree, “A” means Agree, “N” means you are uncertain, “D” means Disagree and “SD” means strongly disagree. Please show your agreement or disagreement for each of the flat statements provided under the Question column. Put a tick in the appropriate response and then provide explanations for the answer of your choice in the blank space of the right hand column for each of the seven compentens of the practical ideal succession plan.

COMPONENT ONE	QUESTION	RESPONSE		PLEASE EXPLAIN YOUR ANSWER
10. Top Management Support	The top management takes responsibility to determine criteria of succession plan and assuring that the succession plan is mainstreamed and followed at the MICAS.	SA		
		A		
		N		
		D		
		SD		
COMPONENT TWO	QUESTION	RESPONSE		PLEASE EXPLAIN YOUR ANSWER
11. Needs Driven Assessment	Reviews are conducting on competences to identify gaps, required skills and positions demanding succession planning	SA		
		A		
		N		

	and making external benchmarking at the MICAS.			
		D		
		SD		
COMPONENT THREE	QUESTION	RESPONSE		PLEASE EXPLAIN YOUR ANSWER
12. Provision of Formal Professional Development Opportunities.	The career development opportunities are made available and the career paths are being defined at the MICAS.	SA		
		A		
		N		
		D		
		SD		
COMPONENT FOUR	QUESTION	RESPONSE		PLEASE EXPLAIN YOUR ANSWER
13. Focus on Individual Attention	Attention is being paid to employees career goals and desires for them to make choice regarding training at the MICAS.	SA		
		A		
		N		
		D		
		SD		

COMPONENT FIVE	QUESTION	RESPONSE		PLEASE EXPLAIN YOUR ANSWER
14. Extension to all Levels of the Organization	The Succession Plan is suited to the identification of talents at all levels of the organization at the MICAS.	SA		
		A		
		N		
		D		
		SD		
COMPONENT SIX	QUESTION	RESPONSE		PLEASE EXPLAIN YOUR ANSWER
15. Part of Strategic Plan	The Succession Plan is being mainstreamed to a broad strategic and workforce plan of the organization at the MICAS	SA		
		A		
		N		
		D		
		SD		
COMPONENT SEVEN	QUESTION	RESPONSE		PLEASE EXPLAIN YOUR ANSWER
16. Dedicated Responsibility	There is dedicated personnel for coordinating and keeping track of future needs through a systematic approach at the MICAS.	Yes		
		No		

Section D: Areas of Improvement for Successful Integration of the Components of Practical Ideal Succession Plan at the Sports MICAS.

For each of the following componets of a Practical Ideal Succession Plan, show areas of improvenment for successful integration of theses compomnets in the implementation of Succession Plan at the MICAS.

Component of Practical Ideal Succession Plan	Area of improvement
17. Top Management Support	i). _____ ii). _____ iii). _____
18. Needs Driven Assessment	i). _____ ii). _____ iii). _____
19. Provision of Formal Professional Development Opportunities	i). _____ ii). _____ iii). _____
20. Focus on Individual Attention	i). _____ ii). _____ iii). _____
21. Extension to all levels of the organization	i). _____ ii). _____ iii). _____
22. Part of Strategic Plan	i) _____ ii) _____ iii) _____

Interview Guide for Heads of Departments and Units at MICAS

Dear respondent,

My name is Jamillah A. Mongi a student at MzumbeUniversity, the field work and report is part of my course for the fulfillment of the award of Master Degree of Public Administration. You are kindly requested to respond to these questionnaires to help me to accomplish the study topic on **“Assessment of the Implementation of Succession Plan and Policy at Ministry of Information, Culture, Arts and Sports (MICAS) in Tanzania”**. The required information will be treated with confidentiality and is only for academic purpose and not otherwise.

I thank you in advance for your good cooperation, assistance, time and effort that you will spend together with me in the completion of these questionnaires.

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No.	Age	Respondent
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vii.	55 - 60	

3. Educational Background:

No.	Age	Respondent
i.	Form IV	
ii	Form VI	
iii.	Ordinary Diploma	

iv.	Advance Diploma/Bachelor Degree	
v.	Postgraduate Diploma	
vi.	Masters	
vii.	PhD	

4. Position Held: _____

5. Which Department or Unit are you heading at the MICAS?

- a). Human Resources Department
- b). Information Services Department
- c). Culture Development Department
- d). Sports Development Department
- e). Policy And Planning Department
- f). Finance & Accounts Unit
- g). Procurement Unit
- h). Internal Audit Unit
- i). Legal Unit
- j). ICT Unit
- k). Government Communication Unit

6. What is your working experience at the Sports MICAS?

- l). Less than 1 year
- m). 1-3 years
- n). 4-5 years
- o). 6-10 years
- p). More than 10 years

Section B: Succession Planning at the MICAS

7. Do you think the Succession Plan and Policy of 2008 has been properly implemented at the MICAS to equip staffs with the required skills to empower them for assuming senior positions when the need arise?

a) Yes

Explain your answer

No

Explain your answer:

b) Do you think the positions that appear vacant at the, MICAS are filled timely without jeopardizing efficiency of the service provision?

a. Yes

b. No

Explanation,

c) How do you think is the incorporation of components of the practical ideal succession plan at the MICAS

COMPONENT OF IDEAL SUCCESSION PLAN	HOW HAS IT BEEN INCORPORATED	WHAT SHOULD BE IMPORVED
Top Management Support		
Needs Driven Assessment		
Provision of Formal Professional Development Opportunities		
Focus on Individual Attention		
Extension to all Levels of the Organization		

Part of strategic plan		
Dedicated responsibility		

- d) What are the major challenges limiting proper implementation of Succession Plan and Policy at the MICAS and what strategies can be applied to address the challenges?

CHALLENGE	STRATEGIES FOR ADRESSING THE CHALLENGES