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Implementation of succession planning in the offices of acountant general in Botswana

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Title

Implementation of succession planning in the Office of Accountant General in Botswana

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A consultancy report submitted to the Faculty of Commerce, Law, and Management, University of the Witwatersrand, in partial fulfilment of the requirements for the degree of Master of Business Administration

Johannesburg, [2018]

Protocol number: (WBS/BA/1737329/254)

(Version February 2018)

DECLARATION

I, **Sethunya B. Lubinda**, declare that this consultancy report is my own work except as indicated in the references and acknowledgments. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration in the Graduate School of Business Administration, University of the Witwatersrand, Johannesburg. It has not been submitted before for any degree or examination in this or any other university.

Sethunya Boipelo Lubinda

Signed at ……Wits Business School……

On the …28th ……. day of …March…… 2018…..

DEDICATION

I dedicate this project to my family for the support they gave me throughout my MBA in South Africa

ACKNOWLEDGEMENTS

I would like to thank God for the grace he gave me to complete my MBA with WITS University and would like to also express gratitude to my husband and my sons for the support they gave me throughout.

Thanks to my family, friends and fellow MBA students for the encouragements

I also acknowledge the Office of Accountant General in Botswana for allowing me to conduct my project within their organization.

Lastly to my supervisor for guiding me throughout

SUPPLEMENTARY INFORMATION

Supervisor: **Mr Keith Saffy**

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Including Executive Summary and References

EXECUTIVE SUMMARY

This report is on implementation of succession planning to the Office of Accountant General (OAG) in Botswana. The study was initiated by the desire of the OAG to introduce succession planning following numerous grievances from the employee's. The following are some of the concerns raised by employees of OAG in their staff welfare meetings:

- Failure to fill key management positions internally
- The slow process of filling vacant positions
- Fewer people to fill vacant positions
- Low employee morale
- Staff turnover

The Accountant General (AG), who is the head of the OAG, then decided to request consultants to evaluate the implementation of succession planning in the OAG. Most of the literature reviewed provides a universal definition of succession planning, they describe it as a process of identifying a pool of potential individuals within the organization who can be developed to fill vacant positions and help an organization to ensure sustainable continuity of leadership

The study, therefore, undertook a comprehensive review of the current culture of leadership development and recruitment within the OAG and made recommendations to the AG. The study shall evaluate the OAG management recruitment system, leadership development and understand the existing culture in the OAG.

Literature has been reviewed to define succession planning and to find out what characterizes successful succession planning in an organization. Previous consultancy reviews on the topic were also reviewed to establish the common ways of implementing succession planning in an organization. In order, to identify all this, the researcher had to conduct a survey within the organization to ascertain from the OAG middle, senior and executive managers and from the

head of Human Resource Managers (HRM) and Training Manager (TM) the criteria used to develop and promote managers within the organization.

In the review of the analysis, several succession planning factors were noted. Amongst others was a confirmation from the HRM and TM, including 63% of respondents, that the OAG does not have succession planning in place. In addition, it also surfaced that the organization is still using the seniority list system as the method of promoting employees within the organization. Majority of the respondents indicated that they are not satisfied with the current criteria of developing and promoting managers within the OAG, while on the other hand, the HRM remained neutral in responding whether the criteria might be demoralizing employees or not.

In conclusion, it is recommended that Management of the OAG should replace or incorporate the current system of leadership development and formulate a succession planning strategy for the organization. Implementing succession planning for the OAG can assist management in reducing the current employee complaints and grievances on recruitments, promotions, and leadership development. The study recommends that the method of succession planning as outlined by the Price Water Coopers Consultants, the succession planning guidelines established by The Government of Canada and Government of Newfoundland & Labrador be used to guide the OAG in implementing succession planning. The main reason for the recommendation of the above is that they provide for steps that can be easily aligned to the OAG in the implementation of the succession planning.

Keywords

Succession Planning

The Office of Accountant General (OAG)

Accountant General (AG)

Human Resource Management (HRM)

Training Manager (TRM)

Talent Management (TM)

Leadership Development

Recruitment

Price water cooper (PWC)

Mackenzie and Associates consultancy

Harvard Business Review

Treasury Board of Canada

The government of Newfoundland and Labrador

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Phase One

1.1 Introduction

In today's competitive work environment where employees in the organization are more concerned about career advancement, there is a need for organizations to develop succession planning. This can be of assistance in motivating employees to visualize and align their personal aspirations with the demands of the organization they serve.

The purpose of the study is to recommend implementation of succession planning to the Office of Accountant General (OAG) in Botswana which to this end does not have succession planning for its leadership. The organization was confirmed in a statement made in August 2016, by the Accountant General (AG), Head of the OAG, who visited officers around the country to get feedback on staff concerns. Employees complained and expressed distress about the length of time it normally takes the department to fill vacant posts especially for middle management. Moreover, they indicated that they are not aware of the criteria that are used to promote them to management positions as most of the time the positions are filled by external recruitment rather than performance and experience (Annexure 1 attached). The AG confirmed that the organization does not have succession planning in place and aims to implement one.

The studies will, therefore, help to facilitate implementation of succession planning within the OAG. This will be done by interacting with the management of the OAG and identifying the current system and criteria that the organization uses, the culture of developing managers, recruitment process, and method used to promote managers within the OAG. Recommendation for the implementation of sustainable succession planning will be based on the feedback received from the survey responses.

It can be noted that there were other issues raised by the employees in the meeting of the OAG, however, for the purpose of the study, the focus will be only on the implementation of succession planning. The researcher believes

that implementation of succession planning in the OAG can also address other related issues that employees were showing concern about.

1.2 Situation

The current prevailing situation that the organization of the OAG is facing is that employees are showing dissatisfaction on some of the issues listed below. This surfaced when the Accountant General, who is the Head of the OAG, took her time from normal office business to visit offices of the OAG which are stationed out of the headquarters to have welfare meetings. In every station she visited, employees raised issues of concern that they wish could be addressed. Amongst many other issues raised by employees, the following were common in the Treasury offices around the country; (the following are amongst the issues raised as per Annexure 1 (attached):

- A slow process of filling vacant positions
- Unknown criteria used to promote employees especially middle and senior managers
- Fewer people to fill vacant positions
- Low employee morale
- Staff turnover
- Lack of training

The Accountant General, after careful consideration of the employee grievances, requested a study on succession planning for the OAG. She expressed the desire to learn more about the concepts of succession planning, its relevance and how the OAG organization can benefit from having such plan in place. This study, shall, therefore, provide a practical guide to succession planning, the importance of having a succession planning and the processes that may be followed in implementing succession planning in an organization. The study will review the literature and other consultancy reports to assist the researcher in recommending an effective succession planning to the office of Accountant General in Botswana.

1.3 Objectives of the consultancy

The main objective of the study is to recommend the implementation of succession planning to the Office of Accountant General in Botswana. In order to recommend succession planning to the OAG, the following shall be carried out to help establish the current work environment of the organization.

i. To undertake a comprehensive review of the current culture of leadership development and recruitment within the OAG and make recommendations to management
ii. To establish the level of staff turnover within the OAG
iii. To establish the morale of the employee
iv. To establish the turnaround time for filling of vacant positions within the OAG
v. To evaluate the OAG management promotion system and recommend the implementation of succession planning.

From the objectives above, key succession planning variables to be considered for the recommendation shall be:

- knowledge of succession planning
- The current promotion system
- The Leadership development
- Recruitment within, the OAG
- Identification of key positions in the department
- Employee morale
- Staff turnover

1.4 Scope of the assignment

The frame of reference for this study shall be limited to the Office of Accountant General (OAG) in Botswana. The OAG is a Public Department under the Ministry of Finance and Economic Development (MFED) in Botswana. It is the largest of the four departments within the MFED and has about 1200 employees. The department is responsible for the provision of efficient Financial

Information, Accounting, Procurement Services as well as ensuring compliance by all government departments (Government of Botswana, 2011). The OAG is, therefore, the biggest and most crucial department within the Ministry of Finance as it is entrusted with the mandate of safekeeping public funds throughout the country. The OAG department has professional employees such as Accountants; Systems support employees and Technicians mainly because of the nature of work they perform. The organizational structure of the OAG consists of a Head of department(AG), four (4) executive managers, fifteen (15) senior managers and seventy-eight (78) middle managers and other levels of management (Ministry of Finance, 2017). The total number of managers (middle, senior, executives) is 98. Therefore, all the 98 population of managers shall be targeted for the purpose of the study.

The motivation behind the study is that the OAG has taken an initiative of implementing succession planning for its organization. It is therefore imperative and interesting to carry out a survey of this nature. It is believed that the outcome of the survey will inspire other government departments who do not have succession planning to establish it. Above all, it will be of great pleasure for the employee's particular managers of the OAG to accept and acknowledge the implementation of succession planning and initiate a new culture in their organization.

In addition, it will also be a good reflection on the executive of the OAG, to bring a significant change by implementing succession planning in the organization. According to Kotter (1999) in his observation of leader’s experience, it only takes a real leader to take time out, listen to his employees and decide on a complex action that can benefit the organization in future. This specific scope of study shall also leave a mark on the public service of Botswana as the finding might encourage other organizations without succession planning to benchmark.

The study shall assist the OAG to learn and understand the trends of succession planning and its importance to an organization and to also create an ideal roadmap for leadership development in the OAG (Seniwoliba, 2015). Survey methodology applied to gather data shall be discussed and the finding

and recommendations on the implementation of succession planning shall be given.

Phase Two

2.0 Literature Review

Succession planning cannot be discussed and recommended without first having to find out from publications, scholars and different researchers what they have established on succession planning. Reference will be made to the development of succession planning over the years with the inception of different consultative engagements on the topic. Some organizations continue to experience the imbalances and the shortage of successors to fill the vacant leadership positions because they do not have succession planning in place (Korn, 2014). This section of the report shall, therefore, explore the literature on succession planning, its relevance to an organization and the implications of not having it.

The literature review will assist the study with factors that facilitate the implementation of successful succession planning in an organization. All the literature unearthed with regard to succession planning shall assist the researcher to establish related questions on the survey that will be carried out in the OAG survey. Findings from the survey response will then be aligned to what literature found out and recommendations will then be made to the OAG. Moreover, in this session of study, the nature of succession planning, its relationship to leadership and Human Resource Management, the importance of succession planning and finally previous consulting engagements and interventions on succession planning in public organizations shall be discussed.

2.1 Overview of succession planning

Research articles and other publications show that succession planning has been used since ancient times. It has grounds in the history of key transitions that were historically associated with royal families, key family business and even transitions of leadership in the organizations (Garman & Glawe, 2004). Another perspective on the nature of succession planning is shared by Hirsh, (2000) when he writes that succession planning has been used historically to

foster corporate cultures and ensuring that someone who has the background of the organization is always available to remind others on how things are done. It is, therefore, good to understand that succession planning is a historic concept that was modified to successfully align with the changing environment that organizations operate within.

2.1.1 What is Succession planning

Succession planning is described by Mehrabani & Mohamed (2011) as an on-going strategic and deliberate action that organizations use to engage in identifying a pool of potential individuals within the organization who can be developed to fill vacant positions. In addition, Sambrook (2005) further explains that succession planning attempts to identify key value employees who can be developed to cover the demands and supply of labor within the organization on both long and short-term staffing plans. He further explains that due to demographic factors such as retirement, death, serious illness and new positions which may be created in the organization there is a need for public organizations to have succession plans in place.

Moreover, succession planning is a process of ensuring sustainable continuity of leadership and performance in the organization as it focuses on the reaction of an organization to unseen future events (Collins & Collins, 2007). Huang, (2001) concurs that it is essential for organizations to develop long-term succession plans in order to minimize the disruptions and delays that normally arise when there is no succession plan. It can be summarised looking at the above definition that succession planning is a process that enables organizations to identify successors for key positions within the organization. After identifying the positions then, employees are developed to match the positions. In explaining the process, Hirsh, (2000), further states that the development of employees can be done strategically to allow for short term and long term successions.

It is also imperative to note that succession plan is not a replacement process as mentioned by Hoffman & Womack (2011), they state in their report that it is more costly to do a poor succession plan than to not have it at all. They further

reported that a succession plan should typically be viewed as a development process for internal employees who are selected on the basis of leadership competency, skills, and ability rather than a replacement strategy.

2.1.2 Why is succession planning important

- Succession planning serves as a framework for an organization to develop a leadership pipeline that boosts the value of planning for the future, especially in filling management positions should they become vacant (Seymour, 2008). He further states that the key to future success lies in the ability of the organization to assess and understand that failing to prepare is preparing to fail.
- Moreover, succession planning enables internal recruitment and smooth responsibility transfer which could be vital for an organization like the OAG that works with professionals.
- Another reason for establishing succession planning is that it can serve as an investment to strengthen the commitment of employees to the company especially those who understand the business processes (Seymour, 2008).
- Succession planning also helps organizations to develop strategies that reduce or eliminate existing gaps in human capital (Kotter, 1999).
- Sources suggest that investing in succession planning could bring a return on investment to an organization especially on executive positions (Garman & Glawe , 2004).

2.1. 3 Consequences of failing to implement succession planning:

- Potential managers may leave the organization resulting in loss of knowledgeable and experienced (Seymour, 2008).
- Internal delays especially on issues such as vacancy filling, promotions, and transfers (Hirsh, 2000).
- It becomes difficult to forecast manpower demands for the organization because of the uncertain future development especially on leadership (Hirsh, 2000).

- ❖ High possibility of low or no return on investment. Organization can train and develop managers who do not stay long in the organization.

2.2 Leadership and succession planning

According to Conger and Fulmer (2003), leadership succession is a management theory that explains how leadership and succession planning are viewed as natural partners because they share fundamental goals of finding the people with the best talent to fill the vacant position. Leadership is described as a process for developing a vision, motivating people and embracing pathways of modelling the direction towards attaining that vision (Beitsch & Moran, 2014) . On the other hand, succession planning is described as a proactive strategy that attempts to ensure sustainable leadership in an organization by developing a pool of high-potential employees into competent leaders who can fill vacant positions and run with the organization vision (Mehrabani & Mohamed, 2011).They further highlight that succession planning is critical to leadership development.

When implementing succession planning it is imperative to focus on leadership positions and not individuals. This will enable the organization to identify suitable development programmes for the positions identified (Fulmer & Conger, 2003). Furthermore, he writes that when an organization is identifying leadership positions for succession planning, they should consider positions from middle management and above. This is because positions from middle management are the ones difficult to fill as they require individuals with experience, skills, and knowledge especially when the position is professional.

2.3 Strategic Planning and Succession Planning

Succession planning is a means through which institutions can express their strategic intent in the form of leadership development and transitions in ensuring that the long-term strategic goal is achieved (Sambrook, 2005). Therefore, strategic planning is the key to succession planning of every organization. Strategic planning is the starting point of making sense of

succession planning in an organization. Furthermore, Hirsh, (2000), suggest that succession planning provides an obvious link to the overall strategy of an organization. And that it informs the organization on the mandate and approach that it can take to facilitate succession planning in the the main strategy of the organization. For example, if an organization mandate is to secure public funds as the OAG does, then succession planning for the OAG should have a leadership position with development attributes towards such a position.

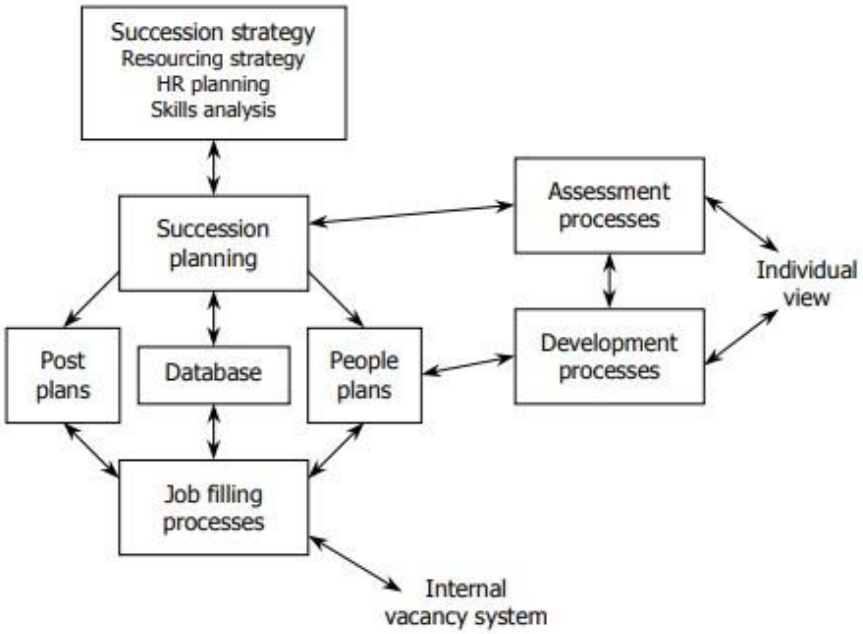
A study conducted to establish the relationship between succession planning and strategic planning revealed they both are organizational processes that assist in identifying the strengths and weakness of an organization and attempt to focus on how they can be turned into opportunities (Darnish & Temelie, 2014). In doing so, the overall approach is on identifying the specific weakness and dealing with them to ensure that gaps within are closed. In the addition, the findings of the study revealed a significant positive correlation between the two.

2.4 Succession Planning and Human Resource Management Theory (HRM)

Human Resources plays a significant role in the implementation of succession planning in an organization. HR provides direct links of processes, frameworks, and database that highlights the strength, opportunities, and gaps within an organization. Amongst others, Hirsh (2000), states that HR is responsible for providing information on the skills of employees, vacant positions and key organizational position including how they are filled. In addition to this, Crumpacker M & Crumpacker J, (2007) suggest that the most significant role played by HR is its ability to work with management to create a succession planning culture of an organization. They further, states that in order to achieve this, HR must have a well-established demographic profile of the organization. Demographics such as average age, length of service, trends in employment and other trends played are some of the profile information that HR assists management with. All these factors need to be considered if an organization intends to implement succession planning.

The diagram below represents the relationship of succession planning with HRM.

Diagram 1



Source: (Hirsh, 2000)

Traditionally in most of the organizations, HR was used to keep a list of employees who, according to their seniority, could step in the shoes of their seniors when they leave the position. However, most of the time the list consists of employees who are ill-prepared or not qualified and who could have supposedly been groomed to fill the position (Conger & Fulmer 2003). This according to Sorensen & Mlot (2013) implies that HRM is always serving as a fundamental player in the process of succession planning as it is responsible for employing, training and promoting employees. Therefore, HRM serves as a major gateway and steward to capacity building and database during the succession planning process. Moreover, they suggest that successful organizations think beyond the hiring and promotions of today and look into the future to establish ways of ensuring sustainability.

2.5 Talent Management and succession planning Theory

Talent Management (TM) is a theory that involves systematic identification of key management positions that contribute to the sustainable competitive advantage of the organization. It focuses on attracting and selecting the most capable and talented employees to be developed to fill positions (Ariss, Cascio, & Paauwe, 2014). In addition, they further highlight that a pool consisting of high potential and performance driven employees should open, developed and aligned with the strategy, embedded in the culture and balanced with organizational values. Above all management must be involved.

Furthermore, TM theory is a common HRM practice that is aimed at recognizing specific employee skills and ability and developing formulated sequential activities to develop their talent and to effectively achieve organizational objectives (Moczyflowska, 2012). He further states that the sequence of activities includes:

a. Recruiting talent
b. The phase of transforming the talent
c. Organization staff turnover

In addition, Donald (2008), further highlights that in the current times, succession planning is emerging and serving as a key tool for attracting and retaining talent within the organization, therefore, organizations must ensure that they have them in place. He further states that this has been established in organizations where recruiting for highly skilled personnel such as Accountants and Finance professionals have become a challenge. In addition to this, (Moma Montazian Consultants, 2018), explains that with TM theory organizations normally have high retention rates and a positive external perception by outsiders. Furthermore, he explains that organizations with a high retention rate can easily develop an effective succession planning system because of the extensive pool of skills and knowledge within.

2.6 Succession planning and organizational culture

Organizational culture plays a significant role in the success or failure of implementation of succession planning. Culture is defined as a common way of doing things in an organization (Sun, 2008). He further, explained that organization culture involves deep-rooted values and beliefs that are shared by the employees of that organization. In addition to this, Wittington, Scholes, Angwin, & Reger,(2014) further emphasized on the need for organizations to understand the culture web and its interlinked paradigms because it has the power to influence the organization and its future long-term direction.

Understanding the organizational culture can, therefore, be a crucial aspect to establish a successful succession planning program. According to Crumpacker M & Crumpacker J, (2007), the ability to understand and cultivate a responsive culture of succession planning requires organizations to train, recruit and retain employees with attributes to the existing culture of the organization. The same sentiments are shared by Sarros, Cooper, & Santara, (2008) as he writes that creating a climate on the existing organizational culture can help lead to flexibly transform the organization. They further, explains that the existing culture of the organization should always be understood and taken into consideration when introducing any development. This will enable the organization employees to accept and respond towards the initiated change.

2.7 Approaches to implementing succession planning

No literature, document or article has been identified on the engagement or interventions that the department had previously carried out to address the issue. The researcher has, however, identified three (3) major consulting firms and two (2) governments that have once engaged in this form of intervention and identified different approaches and steps that can be followed for implementation of succession planning.

2.7.1 Harvard Business Review (HBR)

HBR conducted research on different companies to establish factors leading to the success or failures of implementing succession planning in an organization. The research identified the following five processes for building up a steady and reliable succession planning within an organization (Conger & Fulmer, 2003).

1. **Focus on Development-** the organization system should focus on developing the skills required for the positions available (qualifications, capabilities & experiences)
2. **Identify key Positions –**Leadership begins with middle management, therefore, identify strength and weakness of all middle managers and develop a pool from them.
3. **Ensure Transparency -**Leave the traditional way of keeping it in secret, ensure that the pool is solely based on performance rather than loyalty or seniority**.**
4. **Evaluate Progress –** CEOs should demand progress reports from all heads of department. This is not an HR job or responsibility**.**
5. **Make it Flexible –**Succession Planning should be refined and adjusted within a reasonable time through monitoring.

2.7.2 Mackenzie and Associates consultancy

Mackenzie and Associates consultancy in their approach to designing a flexible succession plan resulted in the following findings (Mackenzie and Associates, 2005):

1. **Reviewing the current and future organizational structure** to ensure compatibility with the Corporate Strategic Plan. This provides for assistance in terms of strategically positioning and planning for the future of the organization.
2. **Developing a list of positions** that senior management plans to fill and when these might be needed.

3. **Identify individuals** who are believed to have the upward mobility to fill one or more of the roles identified in the step above. They become part of the Talent Pool. There are a number of ways this can be done, but the judgments of their managers will be a key ingredient.
4. **Selected Talent individuals must be interviewed for the pool**. Part of the evaluation would be an analysis of an online assessment to measure factors that drive behavior.
5. **Senior management** shall identify possible talented individuals to fill specific roles.
6. Prepare and approve comprehensive **Individual Development Plans** that include any knowledge, skill, and experience required.

2.7.3 Price Water Coopers (PWC) Succession plan Report

PWC reported on succession planning and highlighted five essentials that need to be considered in the process of implementing succession planning in an organization. It also emphasized the required inputs and outputs that should be displayed by Senior Managers, HR (training and Development) and even Supervisors (Hoffman & Womack, 2011);

1. **The organization need to integrate its strategy** with the succession planning
2. The senior management team should own succession planning
3. **The organization should continuously assess** key talents to determine the competencies and experience needed to move beyond where the officers are.
4. **Succession planning should be integrated into other capacity building process** and practices within the organization such as technology and organizational culture.
5. **Monitor and evaluate the performance** of the succession planning efforts.

2.7.4 Treasury Board of Canada:

1 The treasury board of Canada developed a guide on developing succession planning within the government of Canada, the guide identifies the following steps to be followed in the implementation of succession planning (The Secretariat: Treasury Board of Canada, 2012);

1. **Need to categorize key positions in the organization**

   Positions that require critical strategic or operational activities within the organization should be identified, for example, positions which are difficult to fill when they remain vacant or those that require relevant expertise, HR should play a significant role in assisting with the identification.

2. **Classify competencies for the identified positions**

   A clear guide to the knowledge, skills, and competency of employees should be profiled and matched to the recruitment of available positions

3. **Identify employees who are willing and assess them against competencies**

   A combination of approaches should be used to identify individuals within the organization who can be developed. For example, retention policy, performance reviews, aptitude tests and many other approaches depending on the nature of the organization.

4. **Develop transfer plans for the succession and knowledge.**

It is important to identify explicit and tacit knowledge and incorporate it with the development plan of the organization, for example identifying those who will be retiring in the next 5 years, those who need professional development and many other measures.

5. **Evaluate the success of the plan**

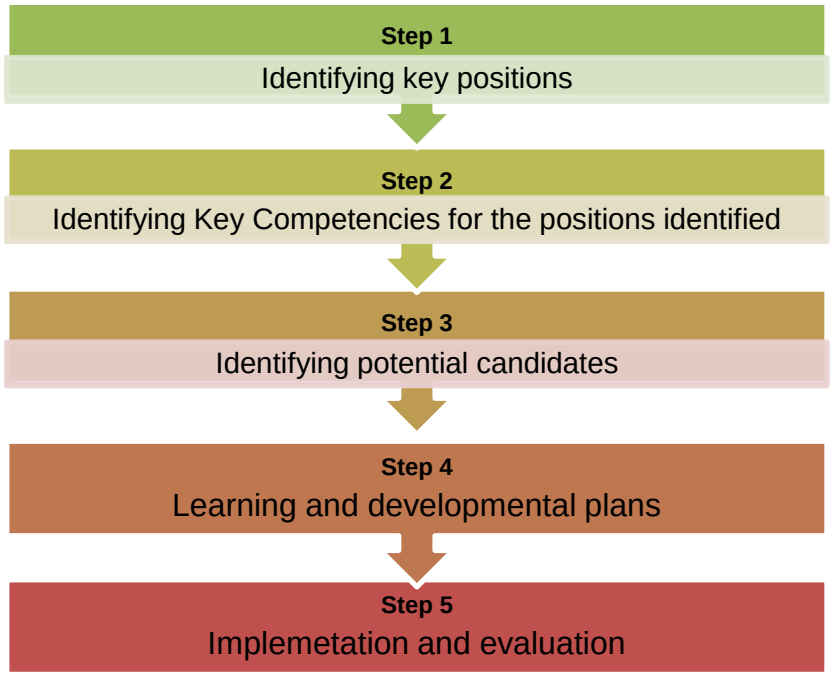
A measure to evaluate the plan must be introduced, for example, days taken to fill a vacant position, ratio of positions which were filled internally and other cost benefits models that can be measured against established objectives.

2.7.5: Government of Newfoundland and Labrador

The government of Newfoundland and Labrador amongst others also developed a Public Service Succession Planning Guide (PPG) for public organizations within the country to use as the guide when implementing succession planning. The guide is designed in such a way that organizations with different roles and responsibilities and those with specialized functions can be able to incorporate it into their succession planning (Public Service Secretariat, 2008).

The PPG, provide a step by step process that any public organizations can follow when planning to implement succession planning in their organization. Interesting to note in the model is that it emphasizes the need for organizations to closely relate their recruitment practices, Talent Management, and leadership development and to make decisions that are based on merit, fairness and respect in order to support the initiative. Figure 1 below represents the process as established by the government secretariat.

Figure 1: Succession Planning Process



Source: (Public Service Secretariat, 2008)

Step 1: In this step, organizations should define the key positions they have in their organization. Key positions are those that if they were to be vacant they will have a significant impact on the organization.

Step 2: Competencies for positions identified in step 1 have to be established and HR should be involved in setting out the competencies, qualifications, and skills as set out in the job descriptions.

Step 3: Here, employees with all the matching competencies as set out in step 2 are identified, developed and prepared for future roles. Transparency and accountability should be emphasized at this stage. All selection merits should be communicated to employees.

Step 4: Focus on this stage should be learning and development of the identified employees. Job rotations, assignments and other opportunities for growth and development should be assigned to the employees nominated.

Step 5: In this last step, the organization should assess how effectively the succession planning has been executed. A framework to measure the success, changes, and challenges should be in place.

The writer also provides the matrix below (Table 1) that can be used in identifying the critical positions in an organization (Public Service Secretariat, 2008).

Table 1: Matrix for identifying critical positions

Critical Tasks	Importance	Availability	Impact	Resources	Strategy
From Step 1 in the worksheet	Low-Medium-High Gauge the importance of the task identified	Are the knowledge and expertise currently available from anyone else in our work area? Yes, No or Don't Know [If yes, who?]	Low-Medium-High [If the task is important and there is no one else who possesses the knowledge, the impact is high.]	What resources [files, people, websites, references, etc.] exist to help other learn this task?	How do you plan to address this knowledge gap? Who will learn it? How and when?

Source: http://das.ohio.gov/Portals/0/DASDivisions/HumanResources

2.8 Similarities and differences between the approaches?

The similarities that exist between the five reports provide approaches that can be used for implementing succession planning within an organization. In addition, they both highlight the significance of senior management and HRM involvement in succession planning and finally emphasize the issue of reviewing, measuring, monitoring and evaluating the progress of succession planning within an organization.

The difference between the above reports is summarised below;

HRM- Main focus of the report is on the factors that lead to failure of succession planning within the organizations.

Mackenzie Consultancy- Focus is on the structure and process of preparing a succession plan,

PWC- Focus is on the strategy of developing a succession plan and those who must be involved.

Treasury Board of Canada and Government of Newfoundland and Labrador –provides a similar step by step process that can be followed in implementing a succession plan within an organization.

2.9 Key findings from the literature review and consultancy reports

The literature above highlights the following on succession planning namely:

i. The importance of succession planning in an organization?
ii. The consequences of not having succession planning
iii. Succession planning drivers such as recruitment, identifying key positions, leadership development, Talent management and the need for integration of all this?
iv. Key players in ensuring sustainable succession planning (Leadership and HR)
v. Development of key positions within an organization
vi. Identify individuals to be developed for the positions
vii. Implement, Monitor and evaluate the performance

In addition, literature review highlights four critical factors of implementing succession planning to every organization that is:

i. It should be a strategic action aimed at identifying and developing leaders within the organization.
ii. It should be a structured process and HR should play a vital role in the process
iii. It should serve as a tool to attract and retain talent within the organization
iv. It should provide a clear continuity plan for leadership

Phase Three

3.1 Methodology

In recommending the implementation of succession planning to the OAG, a quantitative survey will be carried out to assess the existing culture and processes of leadership development, the strategy, HRM and the TM processes within the organization. This shall enable the research to identify existing gaps and recommend the approaches to be followed to implement succession planning. To make this possible, data shall be from the targeted respondents at the OAG and to facilitate this, the following activities will be considered:

3.1.1 Sampling frame

The report is carried out in the OAG within a population of 98 managers; therefore the sampling size will be the 98 managers.

3.2 Data Collection

Questionnaires shall be used to collect primary data from respondents. This method of data collection is advantageous because most of the managers in OAG are familiar with using them and therefore they will feel comfortable when responding as compared to other techniques such as interviews which might make them uncomfortable. It is also easy to administer questionnaires to respondents (Mathers, et al, 2009). Although people are familiar with questionnaires, some respondents often do not complete the survey, which is one of the disadvantages.

Closed-ended questions shall be administered to the OAG managers. There shall be two different questionnaires which will be administered in the OAG. The first shall be administered to the HR manager and the Training Coordinator while the latter shall be administered to the management of the OAG.The main reason for interviewing the different set is to be able to get direct information from the HR and TM as they perform specialised role within the OAG. The initial

questionnaire shall consist of 12 questions and the latter will consist of 15 questions in total (Annexure 2 &3), they shall both be designed to provide demographic data, assess the level of knowledge on the topic and establishes on scales of yes or no questions the culture of the OAG.Respondents will also be requested to indication their level of agreement to the statements provided All questions shall be designed to assist the researcher in getting to understand the culture and the internal processes of the OAG and help in analysing the current organization situation and aligning it to the implementation of succession planning within the department.

The researcher will administer the questionnaire at the OAG and request that the respondents fill and drop completed questionnaires in a locked cabinet in the reception which shall be opened by the researcher after 48 hours. This will be done to protect the integrity of the respondents, as no one except the researcher will have access to viewing the respondent's questionnaire.

3.3 Data analysis

The steps in the analysis shall include checking, editing, coding, assembling and transforming data into computer for analysis (Prelims, 2015). When the above process ends, data shall be entered into the computer for analysis, SPSS will be used to analyse data, and it helps to perform complex data manipulation analysis with simple instructions. In the end, data shall be summarised and presented in the form of charts and tables.

3.4 Validity & Reliability

A pilot testing will be carried out to examine the feasibility of the questions; three managers will be randomly selected to answer the questions prior to data collection to check for errors (Golafshani, 2003). The research questions will address the intended issue of this study. Questionnaires shall be meaningful and clear. The respondents view shall be presented as they reflect and recommendation shall be informed by the findings. Cronbach’s alpha test using

Statistical Package for Social Sciences (SPSS) will be used to check for internal consistency of items in the questionnaire (Prelims, 2015).

3.5 Limitations

It is anticipated that some of the managers selected for the survey may feel uncomfortable to participate in the survey and this may compromise the report as input is required from all the respondents. However, permission will be requested from the Head of the Department whom the researcher believes will encourage all members to participate.

3.6 Ethical Issues

Permission shall be requested from the OAG for the survey to be carried and a copy of questionnaires shall be attached to ensure that management of OAG is aware of the study. Respondents will be requested to sign a consent form before participating in the survey and for confidentiality, all questionnaires shall be destroyed after data collection. In addition, respondents will not be required to write their names on the questionnaires.

3.7. Conclusion

The main objective of this survey is to recommend implementation of succession planning to the department of OAG in Botswana. Succession planning involves identifying a pool of potential individuals within the organization who can be developed for future leadership positions. According to the literature reviewed Talent Management and Leadership theories play a significant role in succession planning and different consultancy companies have various approaches towards the implementation of succession planning. A survey will be used to collect data from the population of 98 managers in the OAG and SPSS will be used to analyse and present the findings. After data analysis, the researcher will be in a position to recommend a sustainable approach towards the implementation of succession planning in the OAG.

Phase Four

4.1 Data Analysis and interpretation

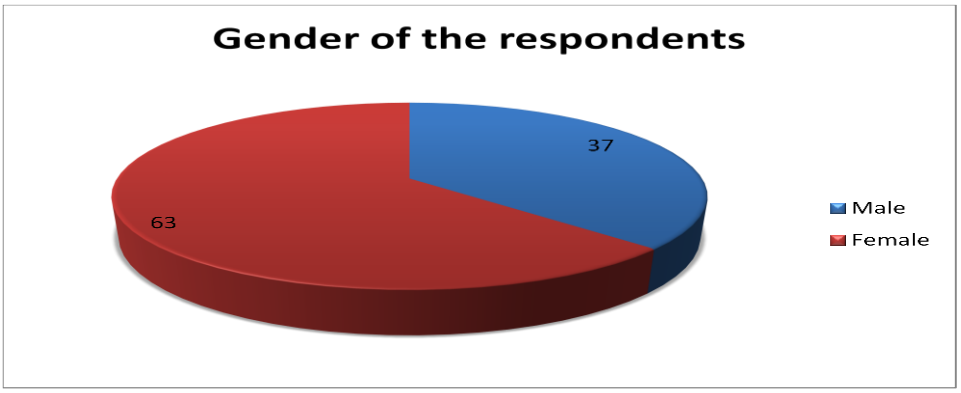
Questionnaires were administered to the OAG by the researchers, the respondents were given 48 hours to respond and drop the completed questionnaire in a locked cabinet in the reception office of the OAG. A total of 98 questionnaires were administered to middle, senior and executive managers, and 2 special questionnaires were also administered to the HRM and TM of the department. After 2 days the researcher went to collect the questionnaires. Out of the 98 questionnaires administered only 46 were received from the locked cabinet, this, therefore, reflecting a proposition of 47% of the population. The questionnaires administered to the HR and TM were both received.

The questionnaires were then coded, checked and data was entered into the computer for SPSS data analysis. An excel spread sheet was created to ensure that each questionnaire is checked for the validity and any missing variable.

4.1.1 Demographics

The first part of the survey which comprised of four questions was to basically get basic demographic information on the respondents. Of all the 46 respondents 17 (37%) were males and 29(63%) were female. Figure 1 below reflects the findings.

Chart 1: Gender of the respondents



Majority (63%) of the respondents were females compared to their counterparts.

Table 1: Gender by age

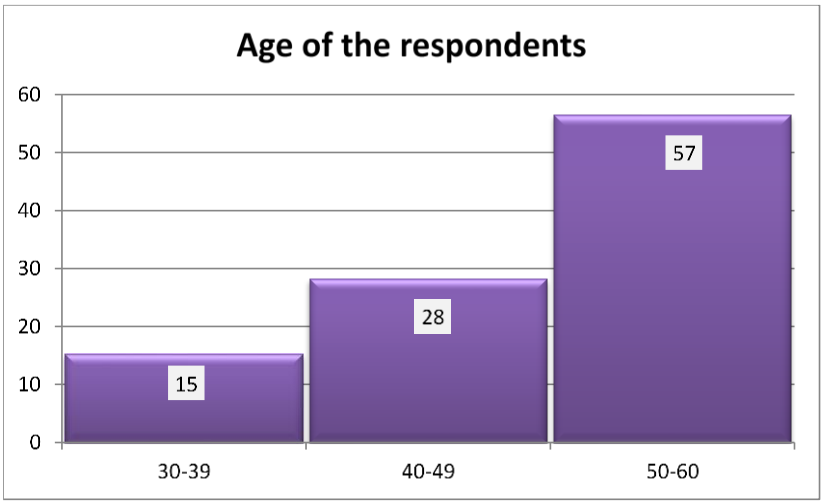
The respondents were also asked to indicate their age category and the figure below reflect the findings. Majority of those who responded are in the age category of 50-60 years.

Gender by Age

			Age			
			30-39	40-49	50-60	Total
Gender	Male	#	**1**	**7**	**9**	17
		%	5.9%	41.2%	52.9%	100.0%
	Female	#	**6**	**6**	**17**	29
		%	20.7%	20.7%	58.6%	100.0%
Total		#	**7**	**13**	**26**	46
		%	15.2%	28.3%	56.5%	100.0%

The table above is a summary of the respondents and the distribution of the totals.

Chart 2: Age of the respondents



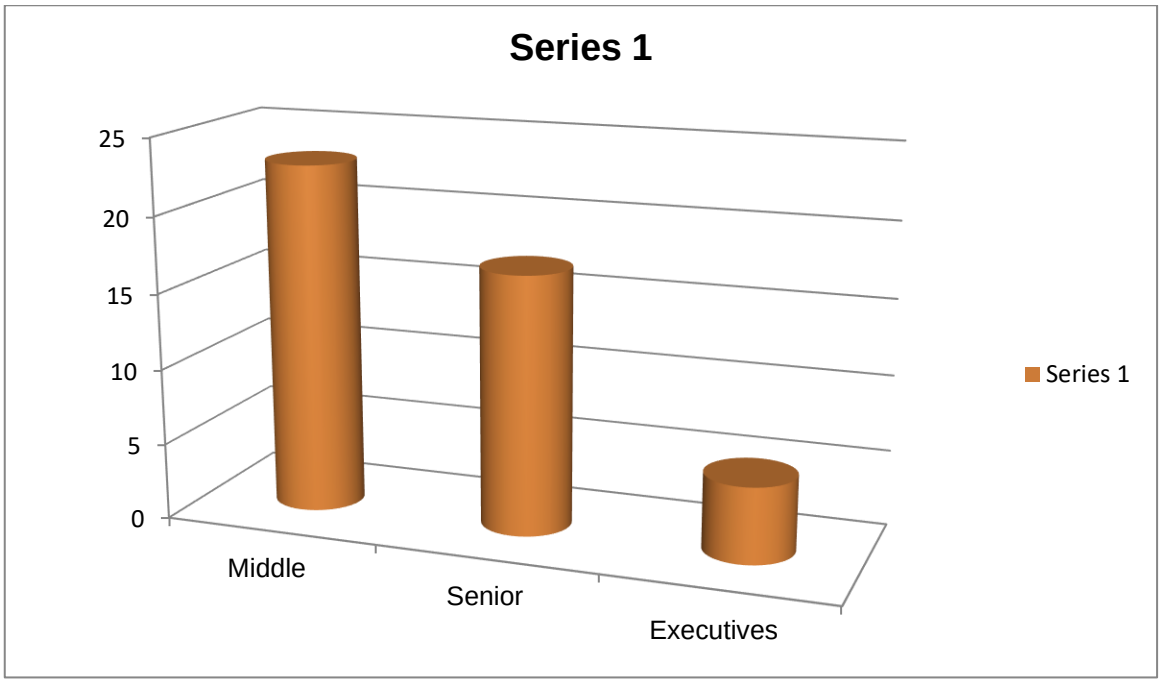
Most (57%) of the respondents were aged in the ranged of 50-60 and the least in the age group of 30-39.

Table 2: Level of Management

©What is your management level

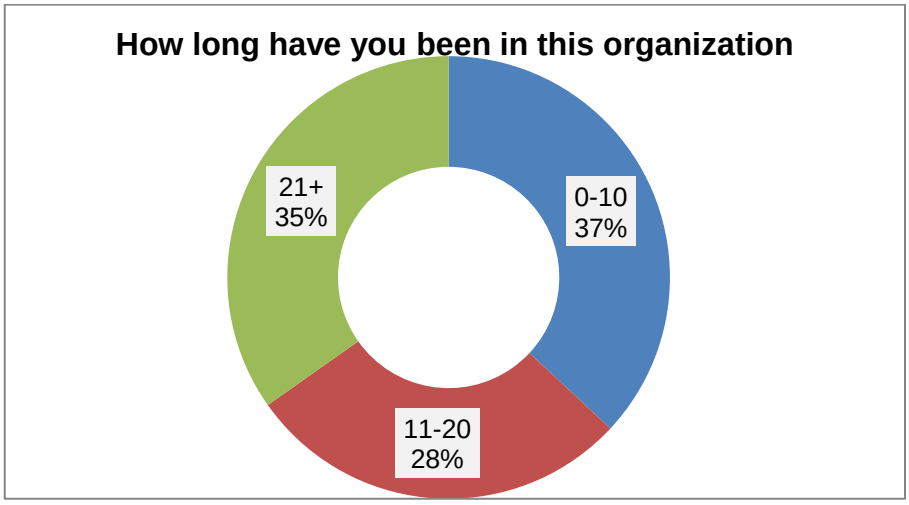
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Middle	23	50.0	51.1	51.1
	Senior	17	37.0	37.8	88.9
	Executive	5	10.9	11.1	100.0
	Total	45	97.8	100.0	
Missing	System	1	2.2		
Total		46	100.0		

Chart 3: Level of Management



Almost half of the respondents were in the middle managerial level and only 11% were the executives.

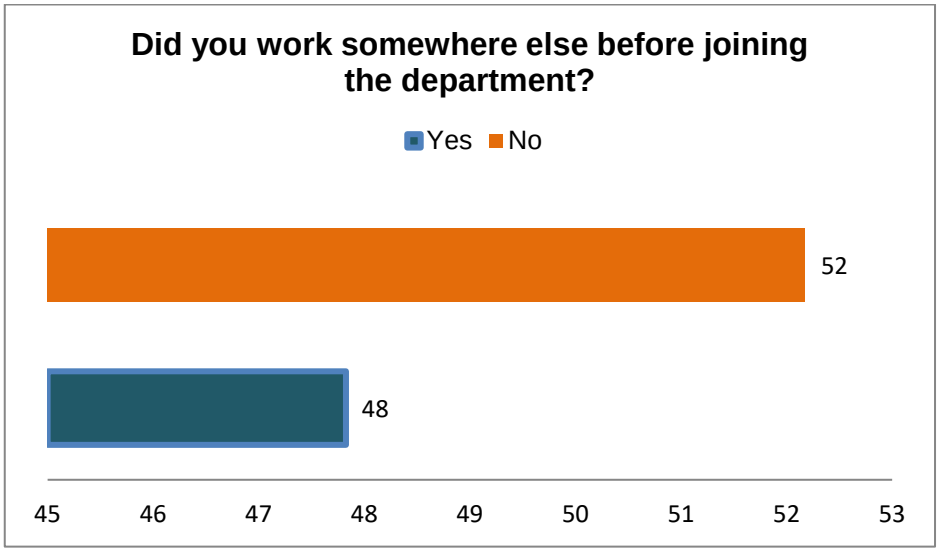
Chart 4: Length of service



The respondents were also asked how long they have been with the OAG organisation and the results showed that 37% of the respondents had been with the OAG for a period of 0-10 years, 28% had been with the department for 11-20 years while 35% of the respondents indicated that they have 21 and above years in the OAG. The results also revealed that 42 % of the respondents were

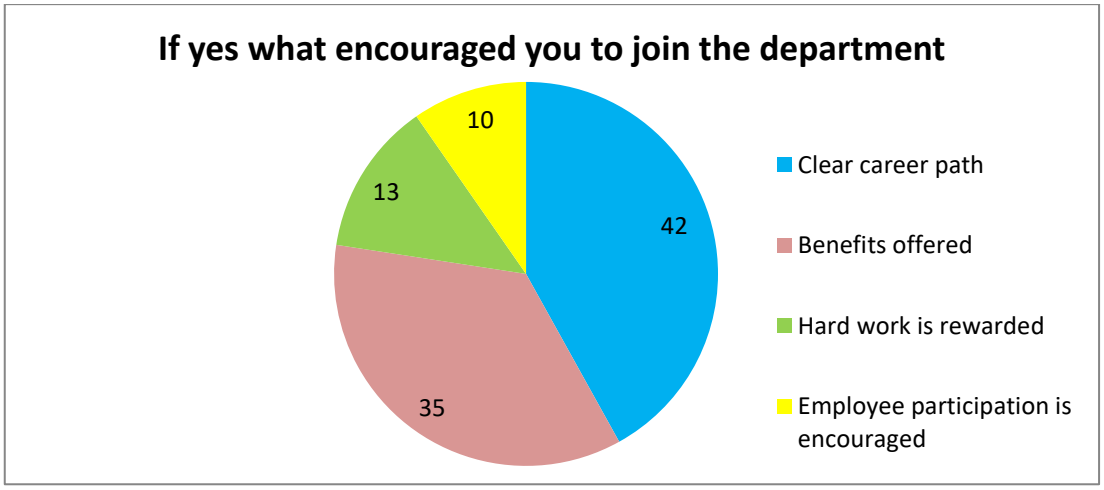
attracted to the organization by its clear career path followed by the benefits factor which had 35%

Chart 5: Employment History



In this question, respondents were asked whether they have worked somewhere else before joining the department of the OAG. 52% of the respondents indicated that they have never worked anywhere, reflecting that they started work in the OAG, while 48 % were those who had worked somewhere else before joining the organization.

Chart 6: Employment Motivation



- For those who said they had worked somewhere else before, a majority (42%) of them indicated that the main pulling factor behind the

movement was a clear career path. They were followed by those who said that the benefits offered (35%) encouraged them to join the department. The least factor (10%) which encouraged the joining in the department was that of employee participation encouragement.

- The information gathered from the demographics indicates that the department of the OAG has a balanced proportion of employees who have been in the organization for both short and long period of time. The Talent Management theory suggests that organizations with this kind of demographic proportion reflect a positive external perception of the organization in the market (Moma Montazian Consultants, 2018). In addition, this type of organization normally has a high retention rate, something which has been noted in the finding of the OAG.

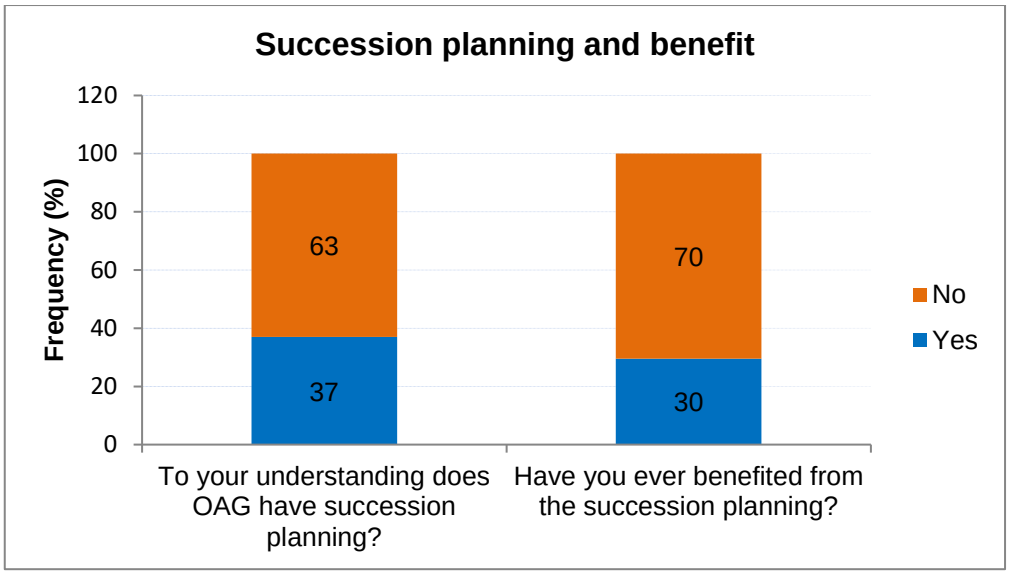
- Despite the OAG not having any system in place to attract and retain employees as reflected by the HR manager and Training Manager from the analysis, employees, are however, motivated to stay in the organization. This has been reflected by the number of years that employees have been with the OAG. Notwithstanding the incentive issue as a factor of motivating it can be concluded that the OAG is able to retain its employees as evident from the analysis.

4.1.2 General knowledge

Succession Planning

Respondents were asked to indicate whether according to their understanding does the OAG have succession planning and if so, whether they have benefited. The results show that the majority (63%) of the respondents specified that OAG did not have a succession plan and close to ¾ have never benefited from the succession planning.

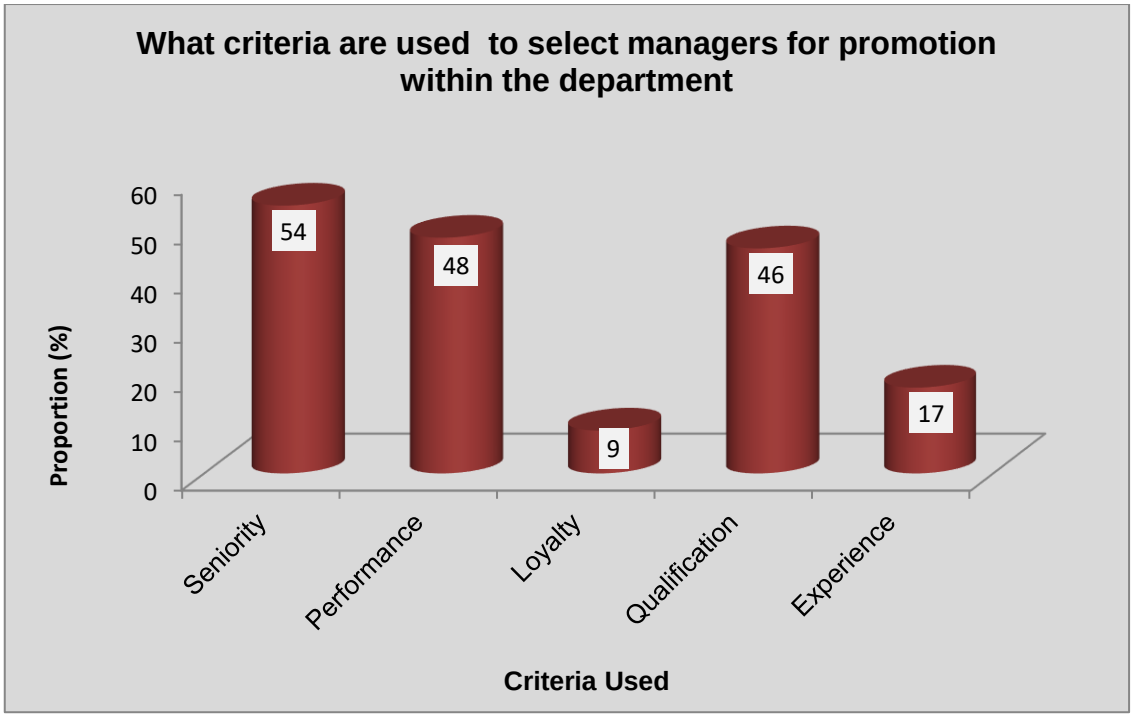
Chart 7: Succession Planning and Benefit



The analysis indicates that most of the managers might be aware of succession planning, as about 63% of the respondents said no when asked if the OAG has succession planning. About 37% of the respondents believed that the OAG has succession planning. The results indicate that there is a gap within the management with regard to the subject matter and therefore it is imperative to address the knowledge gap.

When respondents were asked for a follow-up to confirm if they have ever benefitted from succession planning, majority of those who responded stated that they have not. The assumption therefore is that there is need for OAG managers to be educated on succession planning and its importance to an organization that is still using the traditional method of using seniority criteria to promote its managers.

Chart 8: Criteria for Management promotion



Respondents were asked to choose two criteria which are used to select managers for promotion within the department. More than half (54%) of them indicated that seniority was the major criteria used by the organization when promoting followed by those who say performance with (48%) and Qualification with (46%) respectively. Loyalty was the least criteria used.

The HRM and TM, on the other hand, indicated that they use performance and qualification when promoting the employee.

In the chart below respondents were asked to indicate the level of agreement with the following statements.

Chart 9: Agree with the following

	Middle and Senior managers are developed to successfully take over from their processors %	Vacant Management positions are filled within a month in OAG %	Employees are leaving the OAG for other opportunities %	Generally, I am satisfied with working in the OAG department %	Most of the recent management promotions were internal recruitment %
Strongly Agree	2	4	13	11	33
Agree	29	11	40	52	30
Neutral	16	9	27	26	7
Disagree	18	37	18	9	15
Strongly Disagree	36	39	2	2	15

The table depicts that:

- (36%) of the respondents strongly disagreed to the point of development of the middle and senior managers for a successful takeover from their processors. Generally, this is an area of concern that the OAG should ensure that more is done to prepare and develop managers for successions.

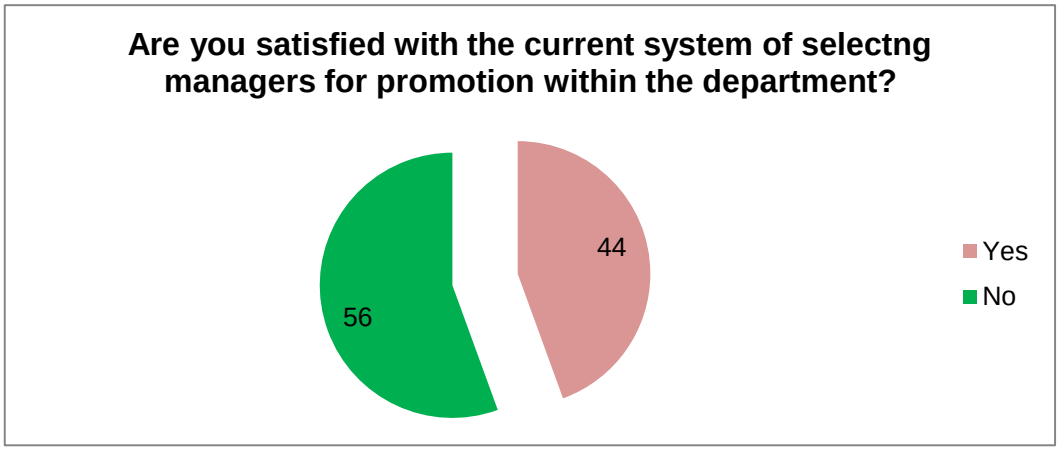
- A total of 76% either disagreed /strongly disagreed on the point that vacant management positions are filled within a month in OAG.This is another important aspect of succession planning that the OAG must work towards enhancing. This results raises concern especially on the recruitments within the OAG.It is evident that indeed time is taken to fill vacant positions in the organization.

- The majority (40%) of the respondents stated that employees are leaving the OAG for other opportunities. Although the study has not established the factors leading to the staff turnover, it is best for the OAG to establish and close the gap because skilled employees might be lost.

- Slightly more than a half of the respondents were generally satisfied for working in the OAG department followed by 26% who were neutral to their satisfaction level. This is a positive reflection that can be used to attract and retain talent within the OAG.

- Results show that a total of 63% of respondents indicated that most of the recent management promotions were internal recruitment. Recruiting from within the organization encourages and motivates employees and if indeed the OAG is recruiting from within it is a positive factor to succession planning.

Chart 9: Level of satisfaction with current criteria



The respondents in the above question were asked whether they are satisfied with the current system of selecting managers for promotion within the department. 56% of the respondents indicated that they are not satisfied with the current system of selecting managers for promotion within the department.

Table 3

HR & TR output summary

Question	Answer	Frequency	%
How long have you been in this organization	6-10 11+	1 1	50 50
Do you have key professional			

positions within the department	Yes	2	100
What criteria are used to select managers for promotion within the department	Performance And Qualification	2	100
Which system does the OAG use to develop its managers for leadership positions	Seniority list	2	100
To your understanding does the department have succession planning	No	2	100
Most of the employees in the AOG are demoralized	Neutral	2	100
The department has a system of attracting and retaining Talent within the organization	Disagree	2	100
OAG has the fewer qualified personnel to fill vacant positions	Agree	2	100
Employee turnover is high in the department	Disagree Strongly Disagree	1 1	50 50

Table 4

Are you satisfied with the current system of selecting managers for promotion within the department?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	1	50.0	100.0	100.0
Missing	System	1	50.0		
Total		2	100.0		

Table 5

How long does the department normally take to fill a vacant position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5-8 months	1	50.0	100.0	100.0
Missing	System	1	50.0		
Total		2	100.0		

4.2 Summary of the findings

The main reason for doing a survey in the OAG was to find out the following;

- From the managers, if indeed the organization does have succession planning
- To establish the current internal criteria that are used to promote managers to senior positions
- To establish time taken to fill vacant positions
- To find out the moral of the managers
- To establish staff turnover

All this was done to assist the researcher with information that can give the study a picture of the culture and background of the OAG and assist in recommending a better implementation of succession planning for the organization.

The following is a summary of the findings as per different areas of the discussion

4.2.1 General knowledge on Succession Planning

Managers were asked to state if in accordance with their understating of succession planning does the OAG have one. All respondents were able to answer the question and this, therefore, gives the study the assurance that most of the managers are aware of the topic of discussion. In addition to the response from the managers, confirmation was given by the HR and TM managers of the OAG, that currently, the organization does not have succession planning. Further, to the question, respondents were also asked if there have ever benefited from succession planning and they were able to indicate. Although some respondents indicated that the organization has succession planning, it is a positive reflection that indicates to the researcher that the current system in place is seen by others as effective and they are benefiting from it.

4.2.2 Leadership and succession planning

The role of leadership in the success of succession planning has been emphasized by many authors. Leadership is important in ensuring that active relationship exists between employees and management (Conger & Fulmer, 2003). Literature review highlighted on the need for active support and engagement of leadership for the success of succession planning in an organization. In this study respondents were asked to indicate the criteria's that are used to develop managers and to show their satisfaction level. The majority of about 54 % indicated that seniority is the criteria used for promoting managers and 56% revealed that they are not satisfied with the criteria

4.2.3 Succession planning and strategic planning

Succession planning is a means through which institutions can express their strategic intent in the form of leadership development (Sambrook, 2005). It is also the starting point of making sense of succession planning in an organization (Hirsh,2000). Therefore, we note from this that succession planning is informed by the strategy of the organization to address certain

objective or weakness. The results of the study indicate that the OAG does not have a well-established and structured system of developing managers, therefore, the study can conclude that there is currently no strategy for succession planning in the OAG.

4.2.4 Succession planning and HRM

HRM plays a significant role in succession planning. The role of the HR is to advise management on the process of recruitment, training and other internal processes as highlighted in the literature review. What surfaced from the survey correlates with findings established from literature, that some HR still use the old methods of keeping a seniority list of employees and using it to promote and develop its employee (Conger & Fulmer, 2003). The disadvantage of these criteria is that officers who are not prepared to assume the position of responsibility can be promoted to fill management positions.

Human resource also plays a significant of providing database and interpreting the processes of recruitment, placements and identifying key positions within the organization (Conger & Fulmer, 2003).What was significant in this study was not note that there seem to be lack of knowledge on what is happening in the OAG by managers. One will assume that, managers will be more equipped on some of the HRM functions such as training and development. However, from the study, we can deduce that there seems to be a communication gap between the managers. This assumption is made because the respondents were all managers on different levels of management but they show different views in responding to issues that pertain to the criteria used by the organization they all serve. The researcher would assume that similar response will be given by the respondents, Human Resource Manager, and Training Manager when asked about the criteria used for developing managers in the OAG.

4.2.5 Succession planning and Talent Management

Talent Management is a common practice in most of the organizations that is used to recognize specific employee skills. These skills are deve**l**oped and

aligned to the needs of the organization (Moczyflowska, 2012). Findings revealed that the OAG does not have a talent management system in place, in addition to the findings, the HR and TR confirmed this. According to the literature reviewed TM helps an organization to attract and retain its talent, however, in this study, we observed that most of the managers who responded indicate that they have been with the organization for a period of between 11-21 years and above.

Different views were given when trying to establish the efectiveness of attraction and retention within the OAG. HR and TR responded that the organization does not have a system in place to retain and attract employees to the organization and that despite this, employees are not leaving the Organization.While on the other hand the response from managers indicates that employees are attracted by the clear career path and incentive that they receive from the organization.

Talent Management is a tool that facilitates attraction and retention of employees in the absence of succession planning. Therefore to facilitate succession, an organization needs to have a strategy in place that will assist in ensuring that existing gaps in the OAG are closed. The good things to note is there are positive factors such as loyal employees, experienced and young employees identified that the OAG is currently having and those can always be incorporated into the implementation of succession planning.

4.2.6. Succession planning and organizational culture

Culture is a way of doing things in an organization .The study has shown that the OAG has its own culture and therefore, in order for succession planning to be implemented in the organization, the current culture should be taken into consideration. As it surfaced from the literature reviewed, the culture of an organization has a significant role in the success or failure of the organization.

The review of the analysis indicated that there are certain elements of culture which needs to be taken into consideration when implementing succession planning the OAG. Examples of such elements include the length of service in an organization, age of the employees and the way recruitment and

development is carried out. The following are some of the cultural issues that stood out:

- Most of the respondents indicated that they have worked for the department for a long period of time
- The age of the respondents indicates that most of the respondents are towards the Public sector employee retirement age
- The OAG is currently using a seniority list to develop managers

The above practice tells a lot about the OAG and the culture that might be prevailing in the organization. The major culture identified is that the OAG is still holding on the use of tradition methods of doing things for example the use of seniority list. This also indicates that there might be some culture webs that need to be understood and effectively intergraded to the implementation of the OAG succession planning in the OAG.

4.2.7 Succession planning and other consultancy reports

Findings from the study were considered along with previous consultancy reports on succession planning to establish the best matching steps that the OAG can be recommended to align its succession planning to ;

a. Harvard Business Review and the OAG

The approach proposed by the report stresses the development of employee skills, capabilities, and experience and identifying key positions within the organization. It also stresses the issue of transparency when implementing succession planning in an organization. Transparency will be an appreciated initiative for the OAG especially that the organization is striving to deal with the employee grievances. Therefore, in recommending succession planning for the OAG, transparency, and flexibility of the plan shall be recommended.

b. Mackenzie and Associates consultancy and OAG

The approach of the above consultancy is on reviewing the organizational structure and ensuring that it is compatible with the strategic plan of the department. The report further indicates that after reviewing the structure then

the organization can start developing a list of positions to be filled. In addition, the report also stresses on the involvement of management in ensuring that the succession planning is successfully implemented. Therefore, the approach can be recommended and aligned to the OAG for its implantation of succession planning.

c. PWC Succession plan

The steps highlighted by this consultancy process starts with an organization having to integrate its identified needs with its Corporate strategy. The step is then followed by the need for senior management to own the succession plan. The results reflected that managers are not satisfied by the current system of developing managers in the organization. In addition, respondents indicated that employees are leaving the organization for opportunities elsewhere; therefore, there is need for the department to have a strategy to address all the issues.

d. Treasury Board of Canada

The succession planning guide that was established by the above government is considered suitable to the OAG. What makes it beneficial is that it is aimed at guiding government organizations in establishing succession planning for their employees. It stipulates the need for an organization to categorize its key positions and to identify those positions that have critical and operational activities that can directly affect the strategy of an organization.

The succession planning guide established by the government of Canada is also recommended for the implementation of succession planning in the OAG. The guide is recommended because it explains how government's organizations can approach other internal gaps inside the organization like vacant positions, retirements, professional development amongst others (The Secretariat: Treasury Board of Canada, 2012).

e. The government of Newfoundland and Labrador

Succession planning guide established by the Government of Newfoundland and Labrador shares the same steps as those set out by the Treasury Board of Canada. They both sets quidelines that can be applied in implementing succession planning in a government (Public Service Secretariat, 2008).

The OAG is recommended to integrate its implementation of succession planning using the above guide as a significant benchmark.The guide is also designed in such a way that it can be aligned to different organizations with different roles, responsibilities and those with specialized functions. Based on this it is recommended that the guide is useful and can be intergraded to the implementation of succession planning in the OAG.

4.3. Conclusion

The following can, therefore, be concluded from the above discussions:

- The OAG does not have succession planning
- A seniority list is used to promote employees to the management position.
- The majority of employees are not satisfied with the current system of selecting managers for promotion
- The OAG takes time to fill the vacant positions within the organization
- Some employees are leaving the organization for other opportunities
- They are fewer qualified personnel to fill vacant positions.
- Majority of employees are satisfied working for the OAG
- Recent management posts were filled internally

Phase Five

5.1 Recommendations

Considering the result of the survey from the OAG managers, the following are recommended;

1. The OAG must implement succession planning for its employees. This is because succession planning serves as a contingency plan for an organization, therefore the absence of it can result in the organization being unable to respond efficiently in filling its vacant positions as evident from the finding of the survey carried out in the OAG.
2. The OAG must have a strategy to facilitate succession planning. The strategy will give direction to the organization and management on what to do and how to do it. It will also provide critical information on the organization and assist to identify those who can be responsible for certain tasks.
3. Positive factors such as experienced employees, internal recruitment, culture and high retention rate must be used to establish successful succession planning.
4. Use the current existing culture to build and implement the succession planning. OAG is currently using seniority lists and performance for development of managers; therefore, it is recommended that the list can be used to select a talent pool that can be developed. Those who are close to the retirement age can be capacitated in order for them to be motivated to continue performing well. While those without necessary qualifications can be recommended for furthering of their studies.
5. Identify key positions in the organization and recruit skilled professional employees from outside
6. The organization must strengthen the HRM and TM office and ensure that it can facilitate the implementation of succession planning within the OAG. The organization will need to have database of all the employees inclusive of (qualifications, age ,performance and any other required information) that can facilitates the implementation of succession

planning. Therefore HRM should be well capacitated to guide management and also provide records and information of all employees.

7. Communication should be done across all the OAG divisions in order to familiarize the employee with the change. The importance of communication should be greatly emphasized within the OAG; this is because managers of the OAG who responded showed a diverse response to questions asked showing or reflecting lack of knowledge on what is happening within their department. Monitoring and evaluation of all initiatives should be an ongoing process.

5.2 Recommended Succession Planning Implementation Model of the OAG



Step 1: Create awareness of succession planning

Implementation of succession planning to the OAG will be a new development that needs to be communicated throughout the organization. Although the literature has not made provision for the creation of awareness in succession planning, it is fundamental to take employees through the process because its concept that brings change in the organization.

Step 2: Formulate a strategy

The OAG must first and foremost formulate an organizational strategy on succession planning. The strategy should consist of the roles that Human Resource, Training and Management should play in ensuring that succession planning is successfully implemented. The strategy will assist in informing the management on what should be done and by whom (Hirsh, 2000).

Step 3: Identify key positions and their competencies

The OAG must identify key positions in the structure that are crucial and cannot remain vacant for a long period of time. For example, positions that require specialized skills, or key functions or certain qualifications. The positions identified should have a clear guide on the knowledge, skills, and competencies that are required (The Secretariat: Treasury Board of Canada, 2012).

Step 4: Select a pool of potential individuals

After carefully categorizing key positions, the next step is the critical step of identifying managers who are capable to execute duties and responsibilities as per the positions. If there is an area of special skill expert or key functions at this stage that all should be considered. It is important to select the criteria that will be used to select individuals. Organizations are encouraged to always consider employees performance over seniority or loyalty of employees (Conger & Fulmer, 2003).

Step 5: Make it Transparent

Succession planning process should be made known to all employees. Management should leave the traditional ways of keeping secret from the employees (Conger & Fulmer, 2003). All criteria used to select employees must be communicated to the employees especially to managers as a way of enhancing transparency.

Step 6: Development of individuals

In this stage, all individuals selected are then developed in the area of needs as per the key position's requirements. Individual's current competencies, skills, qualifications and all other relevant needs as identified from the positions are then classified and relevant training and development facilitated (The Secretariat: Treasury Board of Canada, 2012).

Step: 7 Monitor and Evaluate

Once all the above have been done the next step is to assess how effectively the succession planning has been executed (Public Service Secretariat, 2008). A framework should be drafted and used to measure the success, changes, and challenges. Progress should be monitored and evaluated to assess growth on a quarterly basis and compliance must be emphasized. Implementation reviews should be held on an agreed basis. All those responsible for driving the succession planning drives should give feedback on progress achieved. For example, HR should report to management on the number of individuals who have been trained and the level of development acquired. Executive management should also report on succession development within the organization. Progression plans should always be reviewed.

5.3 Succession Planning Cost Implications

Implementing succession planning in an organization like the OAG cannot be costly as the excise is relatively easy. Succession planning activities are associated with the leadership development costs (Turnage, 2015).The results of the OAG revealed that the department has been developing managers using

seniority list, therefore the same process of budgeting for leadership development will continue but with a different approach to succession planning. Depending on the number of employees to be trained a budget can be drafted over the normal budget for the first 2-3 years of implementing succession planning.

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