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Succession planning in the South African Department of Water and Sanitation

Mdletshe, Xolani Siyathokoza

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Succession planning in the South African Department of Water and Sanitation

Xolani Mdletshe

A research 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

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ABSTRACT

Although succession planning and management has been a popular topic in practice for decades, the primary emphasis in the literature has been on the private sector. As a result, when public organisations seek guidance on the practice and implementation of succession management in government departments and public organisations have limited information available with which to compare. Moreover, literature often represents a specific part of succession management. There are relatively few journal articles focusing on succession management as a whole in the South African public sector, and even fewer that focus specifically on the Department of Water and Sanitation. This article attempts to close the gap in the literature by presenting the results of this research. The research was designed to provide insights and visibility to the best possible way to implement succession management in the Department of Water and Sanitation. The research method was quantitative in nature and was collected via survey. A pilot study was done on a small group. The research report found the highly ranked catalyst and inhibitors to succession management. The catalysts were found to be good business practice, motivated employees and adequate talent pipeline. It also found the preferred way to implement succession management in the Department of Water and Sanitation. The research report concludes with summary observations and recommendations for implementing succession management in the Department of Water and Sanitation.

DECLARATION

I, _XOLANI S MDLETSHE___, declare that this research report is my own work except as indicated in the references and acknowledgements. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration in the University of the Witwatersrand, Johannesburg. It has not been submitted before for any degree or examination in this or any other university.

Signature here

Xolani Siyathokoza Mdletshe

Signed at …Pretoria, Sunnyside…….

On the10 day of September 2018

DEDICATION

I dedicate this research report to my Wife Morongwa Mdletshe who supported me for 1027 days of hardship. I also dedicate this report to my son Sibusiso Mdletshe and my unborn child (known as Khal Drogo for now).

ACKNOWLEDGEMENTS

I would like to thank my supervisor Prof Terri Carmichael for her guidance during this difficult period in my life.

I would also like to thank the Department of Water and Sanitation for allowing me to pursue this research on its employees.

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CHAPTER 1. INTRODUCTION

1.1 Purpose of the study

The purpose of this study is to find the best way of implementing succession planning and management in the South African public service within the current policies and bureaucratic systems. It is believed that succession management will contribute to continuous good leadership in the public service possible resulting in better service delivery.

1.2 Context of the study

1.2.1 *Brief history of South African Public Service*

In 1994 the South African political landscape changed dramatically. A new government was voted in which predominantly represented people of colour as opposed to the previous regime which represented mostly Caucasian people (Lodge, 2003). With the newly elected government expected to make radical changes, a high number of baby boomer employees emigrated to other countries (Klusmeyer & Aleinikoff, 2000). This left a vacuum in middle management in a number of organisations, public and private. With many management vacancies the private sector started recruiting from the public sector with a promise of higher wages (Coovadia, Jewkes, Barron, Sanders, & McIntyre, 2009). This further exacerbated the already dire situation. This was felt hardest by the government including provincial departments. What was left was mainly a young inexperienced workforce and an old and ageing workforce (Bernstein, 2014; Burger & Jafta, 2006) and between 1994 and 2003 South Africa lost about 120 000 qualified professionals to emigration (Bernstein, 2014). The elected government of the time could not compete on price for these skills and competencies.

This migration created a knowledge gap also known as the brain drain in what is supposed to be the most active workforce group (Bhorat, Meyer, & Mlatsheni,

2002). The workforce gap was filled by mostly young inexperienced individuals but this did very little for the knowledge gap and the effects are still being felt today (Davids & Esau, 2012).

1.2.2 *The New South African Public Service*

A number of officials have been placed in positions where they did not learn the skills by rising through the levels in public service organisations, some were placed as party patronage to gain favour in some area of society or as payment for loyalty (Ennser-Jedenastik, 2014; Kopecký, Mair, & Spirova, 2012). They don't have the sufficient competencies which are learnt on the job. It takes years to learn the required competencies through practice (Fisher & Scott, 2011). The older Caucasian workers with vast experience do not always mentor the younger black workers in fear of training themselves out of a job (J. Erasmus & Breier, 2009). In 1994 with the new democratic government coming into power, there were suddenly more people who had to be served as opposed to the previous regime which concentrated on delivering services to whites people. More skilled personnel were required than previously employed due to the increase in populace requiring service delivery.

1.2.3 *The Department of Water and Sanitation*

The Department of Water and Sanitation is the custodian of South Africa's water resources. It is primarily responsible for the formulation and implementation of the policy governing this sector. While striving to ensure that all South Africans gain access to clean water and dignified sanitation, DWS also promotes effective and efficient water resources management to ensure sustainable economic social development (Republic of South Africa, 2017b).

DWS is the largest government national department in South Africa on sheer employee numbers (Goldin, 2010). According to the DWS annual report 2015/16 the department had 7 393 permanent employees and 3368 contract employees (Republic of South Africa, 2016c). DWS depends on technical

professionals for its core business and it suffered a heavy blow during the brain drain. It faces similar issues as most government departments with regards to succession planning and management.

1.2.4 *Issues currently plaguing the South African Public Service*

The first issue is that there are fewer employees than required being formally groomed for middle and senior management positions in the public services (Dewah & Mutula, 2016; Funke, Oelofse, Hattingh, Ashton, & Turton, 2007). The lack of suitable candidate for many positions is a challenge for any organisation to achieve its strategic objectives. The issue of lack of mentoring resulted in a vacuum between lower echelons and upper echelons employees (Bhorat et al., 2002), but the issue has improved slightly over the years (Davids & Esau, 2012). The bulk of the work is either shouldered by a few experienced managers causing work overload resulting in burnout or by many low level inexperienced workers leading to delays due to fragmented information (J. Erasmus & Breier, 2009). The lack of experience of this middle structure leads to a disconnection between the hands-on employees and the executive. Furthermore when the current top management retires the organisations are left strategically naked with little continuity.

The second issue is the older more knowledgeable employees are nearing the end of their working age (DeLong, 2004). When the old employees live they take a large amount of information with them. This body of knowledge is not always document or possible to fully document because some knowledge is natured by time (Gwaradzimba & Shumba, 2010; Le Roux, 2001). A number of government departments do not compile lessons learnt reports and those who do, do not always compile them well (Yuen, 2007). These reservoirs of knowledge are then employed in the private sector where the retirement age is not stringently enforced which is supported by the Labour Relations Act section 187(1)(f)(Jensen, 2004). At this stage the public service can tap into these reservoirs of vast knowledge at great cost through consultants and other third parties.

The third issue is the current manager's reluctance to champion the task of succession management (Rothwell, 2015). A number of current managers in the public service do not buy into the idea of training the next generation (Majiros, 2013; Reeves, 2010). Some strongly believe it does not form part of their duties and do not understand the purpose of succession planning (Majiros, 2013; Rothwell, 2010). One of the major sources of this reluctance stems from a fear of job loss (Riege, 2005). A number of these managers have climbed the corporate ladder through years of experience and not necessarily through sufficient qualification. They fear the possibility of training themselves out of a job (J. Erasmus & Breier, 2009). There are however those managers who are willing to train the next generation. They have the passion for it and do so when the opportunity presents itself (Fatoki, 2010). Some managers require incentives to mentor the young labour force (Keating, 2012).

The fourth issue is that some head hunted managers have to learn the new landscape before being effective. Organisational culture in the public service is a major barrier for new managers from the private sector (Parker & Bradley, 2000). The bureaucracy in the public service is normally more intense to prevent or deter corruption (Webb, 2016). For agile managers from the private sector who are used to quick result and fast turnaround time, the rules and procedures of the public service are speed humps on a national route. It takes a while to find systems that work with little hindrance from bureaucratic stronghold of the public service (Lin & Chang, 2009).

The fifth issue is political interference in appointing of high level positions (Kopecký, 2011). All positions from minister to director general are political appointments. According to the South African Constitution the president may appoint Ministers, assign their powers and functions, and may dismiss them (Republic of South Africa, 1996b, p. 49). The president may also appoint any number of Deputy Ministers from among the members of the National Assembly (Republic of South Africa, 1996b, p. 49). Most of these individuals did not grow through the structure and ranks to acquire the required competencies (Kopecký, 2011). Such high ranking positions have a steep learning curve without other external factors coming into play. The other issue with political appointments is

that candidates can be redeployed at any time when there is a need. The changes in positions of power also affect the public service activities with amplifying tremor of organisational instability.

1.3 Problem statement

1.3.1 *Main problem*

Identify preferences for the implementation of effective succession management in the South African public service. Many departments within the public service do not have a constant supply of qualified middle and senior managers within their ranks. This shortage is hampering service delivery, it results in fruitless and wasteful expenditure of funds and causes excessive delays in public service projects and programs.

The public service has initiated mentorship programs to try to solve the problem of constant supply of labour like the Learning Academy (Republic of South Africa, 2017a).

1.4 Significance of the study

The study provides guidance to the South African public service as to the preferred method of implementation of succession management by its employees.

The study may be of value to any manager within the South African government who wants to implement succession management within their respective departments.

As previously stated under "*section 1.2.4"* the current issues facing the South African public service are partly due to a lack of succession planning and management. This study investigated current practices and suggested more effective methods of implementing succession planning. It is believed that upon

implementation of the suggestions in this study, the public service will be able to improve the application of succession planning.

Capable leaders who are from within the department will benefit service delivery through good management, task specific experience and competent decision making. Good management can result in reduction of irregular and wasteful expenditure. This will be indicated through clean audits or unqualified audits. Decrease in expenditure implies value for money and a lowering of the government wage bill.

1.5 Delimitations of the study

The study was performed within the borders of South Africa but also refered to studies done in other countries. It was strictly in the South African Department of Water and Sanitation. More attention was paid to provincial clusters because without their buy-in the lower structures will most likely fail to implement. The study intended to gather information from all branches of the Department of Water and Sanitation but was unable to do so. More attention was paid to the Pretoria head office which leads the rest of the department. The Department of Water and Sanitation is the largest government department by employee numbers (Pietersen, Kanyerere, Levine, Matshini, & Beekman, 2016).

The literature used was from public, private and family organisations. It was not limited to documents about succession planning and succession management. Literature about government structures which impede succession management were considered and those that benefit succession management. The Department of Water and Sanitation structures was examined for their barriers and enablers.

The study did not include Catchment Management Areas (CMA's) and The Trans Caledon Tunnel Authority (TCTA) which form part of the Minister of Water and Sanitation's portfolio because they have a different operating model and are not judged the same way as public service.

1.6 Definition of terms

Succession Plan - Succession planning is the means by which an organisation prepares for and replaces managers, executives and other key employees who leave their positions, and is critically important to the organisation's continued and future success. It includes processes such as how the organisation identifies and recruits successors, how it manages transitions from one executive to another and how it develops successors. Succession planning can also involve identifying "high potential" employees and including them in special training and development for future management roles (Wilkerson, 2002).

Succession Management - the process of identifying key positions within an organisation which are of high importance to the functioning of that organisation and planning for the future as to how best they can be filled with the best or suitable candidate (Huang, 2001).

1.7 Assumptions

- The study assumed that the South African public service has a common understanding off their mandate as state departments.
- The study assumes the possibility of separate succession plans for different branches within departments.
- The study assumed that these plans will be championed by the human resources component of every branch or department.
- The study assumed that the public service wants management continuity in its ranks.

1.8 Research Objectives

This quantitative study seeks to answer these research questions:

1. What is the preferred method of implementing effective succession management in a public sector organisation in the South African government?
2. What are the factors that impede and assist the development of succession management in the South African public sector government departments?

CHAPTER 2. LITERATURE REVIEW

2.1. Introduction

Chapter two of this research presents a review of the literature on succession management globally as well as in the South African Public Service. The review will define themes pertaining to succession. A description of the theory as found in literature on theories and interrelated concepts of succession will ensue. This literature review will highlight the literature around public service succession planning within the South African context. The review will conclude by linking the literature to the research problem and objective. The majority of the literature reviewed was from the 1990s to 2015, and will include citations from both the public and private sectors.

2.2. Background Discussion

Succession Planning has the specific goal of providing a continuous supply of capable replacements for strategic positions. The way succession planning works differs from business to business and from industry to industry. Succession is managed differently in the public service from the private sector and family owned businesses. Furthermore, there are various perspectives on succession planning.

The two dominating perspectives as found in literature are that of succession planning as an event and that of succession planning as a process.

2.2.1. Succession Planning as an Event

This perspective focuses mainly on the small leadership replacement window and does not capture the entire process. This perspective prevails because collecting data for the event is faster in comparison to collecting data on the entire leadership succession process (Berns & Klarner, 2017; Mateso, 2010)

2.2.2. Succession Planning as a Continuous Process

This perspective includes the identification of the most effective candidate and is aimed at ensuring a smooth leadership transition (Biggs, 2004). It requires the assessing of various candidates as well as continuous monitoring of the new leader after appointment. This perspective's premise is that even if leadership successions take place at a swift pace they are still not short term events. Effective Leadership transitions require continuous efficient planning for emergency scenarios (Barnett & Davis, 2008; De Kluyver, 2009; T. H. Kim, 2012).

2.2.3. Causes of Succession

There are many events that may result in leadership succession. Leadership succession may be as a result of a proactive planning for resignation or a unplanned event occurring at short notice, like, performance crises, corporate scandals and unexpected death (Berns & Klarner, 2017; Sambrook, 2005).

According to a labour force survey conducted by Statistic South Africa nearly ten percent of the employed labour force falls within the Baby boomer generation and are facing imminent retirement (Mateso, 2010; Nienaber & Masibigir, 2012; Republic of South Africa, 2016d; Sweeney, 2013). With over 1.4 million workers currently approaching retirement, it will become increasingly important for firms to ensure that the wealth of knowledge invested in this generation is transferred to upcoming generations (Sweeney, 2013).

In the absence of a plan for succession, organisations will be prone to a leadership crisis as a result of recurrent succession events. This crisis might be adversely exacerbated by the testing task of retaining Generation X. According to Nienaber and Masibigir (2012), this generation is known to be born between 1965 and 1981, and constitutes 52% of the South African workforce. They are characterised by their nomadic tendency, as they are inclined to change jobs every four years or so; (Cordeniz, 2002). These factors are relevant to employee turnover which has a negative impact on organisations, thus requiring managers to device means to avoid it due to its disruptive nature (Nienaber & Masibigir, 2012).

A key strategy to managing employee turnover, mitigating disasters and progressively managing retirement is succession planning and management. Succession planning is essential to all types of organisations across industries and sectors (Sweeney, 2013).

2.2.4. Effects of Succession planning:

A survey by Statistics South Africa in 2014 showed that companies who fire their senior management without a planned succession lost an average of 1.8 billion in shareholder value, the same survey showed that top performing company boards had planned senior management succession processes and appointed more senior management from their internal talent pipeline (Republic of South Africa, 2016d).

2.2.4.1. THE COST OF FAILURE TO PLAN FOR LEADERSHIP SUCCESSION INCLUDES BUT IS NOT LIMITED TO:

- Payment of executive search companies to find suitable senior management replacement.
- Costs of emergency board meetings.
- Payment of consultants and lawyers in the event of disruptions which require such professionals.
- Pay the cost of employee uncertainty.
- Pay the cost of time lost and money lost as a result of delayed strategic decision making.
- Payment of the loss of talent and institutional memory housed in a particular leader.(Hollenbeck, DeRue, & Nahrgang, 2015)

2.3. Research Problem: Identify perceptions for effective succession management in the South African public service

This research report only has one main problem with no sub-problems.

2.3.1. Succession Planning

Generally succession planning is considered to be the identification of a successor to replace a predecessor upon the latter's departure (Rothwell, 2005, 2015). Literature indicates a distinction between concepts that are often used interchangeably yet have unique meanings. These are replacement planning, workforce planning, talent management, succession planning, succession management, succession planning and management (Berke, 2005; Sastry, 2013).

2.3.2. Replacement Planning:

This is a frequent occurring concept in literature posited by Berke (2005) the attempt that focuses on the identification of replacements of the key positions, usually at the top two or three levels of an organisation. Its goal is to prevent a crisis in the event of a loss in key personnel (Rothwell, 2005). Succession Planning goes the extra mile by including the development of the organisation's talent.

2.3.3. Workforce Planning:

According to Rothwell (2015) very few organisations actually make use of this concept as it entails the large scale planning of its entire workforce. Most organisations prefer to focus on the top tier of positions in the workplace leadership succession plans. Rothwell (2015) stated that succession planning is not limited to top positions but rather includes all key positions, he iterates that succession planning is about planning for the accurate number of people to meet the organisation's requirements.

2.3.4. Talent Management:

According to Sastry (2013) talent in an organisation denotes the characteristics which are found in existing staff as well as their knowledge, skills and abilities. The talent management is a continuous process of analysing, developing and effectively utilising talent in an organisation to the strategic business required needs of that environment (Pila, Schultz, & Dachapalli, 2016).Hartley (2004) defined talent management as a process of recruiting, on-boarding, and developing, as well as the strategies associated with those activities in organisations. This, however, does not seem to necessarily align the talent to identified possible future positions as is the case with succession planning.

2.3.5. Succession Management:

Berke (2005) describes succession managemenet as an elaborate, integrated, and systematic approach for selecting and developing candidates who demonstrate high potential in order to aid the organisation's endeavours to have a pool of effectively prepared candidates to take up key positions whenever they are vacant. Kim (2012) defines succession planning as the deliberate use of mentoring, coaching and grooming of employees inside the organisation identified as having the potential to advance when vacancies occur at senior executive level. Sambrook (2005) advanced that succession planning is the attempt to plan for the right number and quality of managers and key-skilled employees to cover retirement, death, serious illness or promotion, and any new positions which may be created in future organisation plans.

The study of this succession planning definition reveals the following:

1. Succession planning is about identifying potential in candidates.
2. It involves developing them through various means, including but not limited to mentoring, coaching and grooming.
3. This is done as a strategic contingency to address future vacancies at a management level.

The working definition of succession planning will thus read as shown below. It was constructed from a combination of definitions listed above:

"Succession planning is about identifying potential in candidates as well as identifying key positions. It involves developing them through various means, including but not limited to formal training, mentoring, coaching and grooming. This is done as a strategic contingency to address future vacancies in key positions."

Mateso (2010) highlighted that a fundamental aspect of succession planning is that it is not an event but a process, he further noted that the process is deemed by literature to be proactive and systematic in nature (Y. Kim, 2010; Perrenoud & Sullivan, 2016). Dowell (2002) indicated that the succession planning process should be systematic and repeatable, and intelligently positioned in the organisation's annual cycle of business processes. Barnett and Davis (2008) draw attention to the need for effective succession planning to meet the requirements of the organisation, especially what it needs to carry out its strategy effectively.

Berke (2005) stated that the process of succession planning is aimed at only the top two or three levels of management in the firm and succession management deals with multiple layers of leadership, therefore succession planning is not as proactive and complex as is succession management. He went on to distinguish succession management from succession planning by describing it as an overarching approach to selecting and developing groups of talented candidates that would be able to add value to key vacancies when they occur. The need for sufficient resources and support and commitment was listed as requirements to the success of succession management due to the aspects of recruitment, selection, and retention strategies it involves.

Rothwell (2015) proposes that the process of succession planning should not stand in isolation but rather combined with succession management as it assumes a more dynamic environment associated with the demands of the present day employment relationship. He goes on to define the concept of succession planning as any effort designed to ensure the continued effective

performance of an organisation, division, department, or workgroup by making provision for the development, replacement, and strategic application of key people over time (Rothwell, 2015). This definition recognises that key people can be found in any part of the organisation across its various business functions. As an all-embracing concept, succession planning appears to be a blend of succession planning and succession management. Bryson (2011) describes succession planning as an integrated, systematic approach to identifying, developing and retaining employees in line with current and projected business objectives. The guide explains that although succession planning is about developing the talent pool for key positions and assists employees to gain the skills and competencies they will require in order to compete for those positions when they become vacant, it is not a guarantee for promotion but rather an enabler for career development in individual candidates.

2.3.6. Succession Types:

A study of literature indicated that there are numerous leadership succession types. This includes succession types based on nature of successor initiation, successor origin types, circumstances around the predecessor departure and successor's prospective tenure (Pfeffer & Salancik, 1977; Vancil, 1987; Zhang & Rajagopalan, 2004).

2.3.6.1. Succession types based on nature of successor initiation:

This includes relay succession and horse race succession types. In a relay leadership succession there is a period of grooming the successor in preparation for the succession. This successor is often dubbed "heir apparent", and is usually from within the firm (Zhang & Rajagopalan, 2004). This candidate gradually progresses through various levels of management until they reach the highest echelon.

Zhang and Rajagopalan (2004) are of the view that relay CEO succession is less likely in an unstable environment, whereas Pfeffer & Salancik (1977) posit that the higher the industry competition, the greater the likelihood that of an internally groomed candidate.

Alternatively a competitive environment may be established for the identification of a successor. This context is often referred to as a horse race (Vancil, 1987). The horse race scenario includes candidates (usually) from within the organisations that compete against each other for the position of successor. The horse race serves as a platform to evaluate potential successor's suitability for the leadership position. This successor selection approach is however a risky one, due to the risk the organisation faces when it loses those key executives who were not selected (Biggs, 2004).

2.3.6.2. Succession types based on successor origin:

Successors can originate from within the firm or from outside, equally they can originate from the same industry or from a different industry.

Internal Candidate Selection

A dominating view is that successors who originate from inside the firm are at an advantage due to their accumulated institutional memory, social connections and organisational and industry specific skills and knowledge Connelly et al (2016)

Cannella & Lubatkin (1993)as well as Guthrie & Deepak (1997) attributed the appointment of an internal successor to excellent pre-succession performance of the organisation, whereas the selection of an external candidate was deemed more likely under poor pre-succession organisational performance.

Berns & Klarner (2017) and Finkelsten et al (2009), posit that an organisation's size and structure are influencers of succession. Their view is that due to the higher mandatory retirements found in larger firms, as a result of bureaucracy, a higher succession rate ensues. However, due to the larger firm's larger pool of internal succession candidates, the likelihood that an internal candidate will be selected is high (Berns & Klarner, 2017).

External Candidate Selection

Researchers have also highlighted the impact of the industry the successor comes from, for instance, an outside-industry candidate will possess universal

skills, whereas an inside-industry candidate has specific industry skills especially knowledge gained during their tenure at other firms.

Pfeffer & Salancik (1977) posit that the probability that an intra-industry successor will be selected increases during rapid technology change, as this environment requires a successor who is familiar with the relevant industry.

Agrawal, Knoeber & Tsoulouhas (2006) advanced that in homogenous industries, externally sourced successors are more probable than inside succession due to the external candidate's varied knowledge of production technologies.

It is further suggested by Schwartz & Menon (1985), that as compared to internal successor selection, external successor selection, is positively associated with firms marked by financial challenges as such circumstances require external expertise and less commitment to the status quo.

2.3.6.3. Succession types based on circumstances around the predecessor departure:

Studies have shown the variance between followers and contenders. Followers are seen as those inside successors who follow a retired predecessor or one who has left the organisation voluntarily. Conversely contenders are those inside successors who follow a dismissed predecessor or one who has left the organisation involuntarily. Cannella & Shen (2001) advanced that follower successors have a limited ability to initiate strategic change as opposed to contender successors who have already established their ability to initiate strategic change through the power battles won against their predecessors.

2.3.6.4. Succession types based on successor's prospective tenure:

Successors can be appointed permanently, on performance based contract or in the interim (acting positions). Interim successions have been linked to lower company performance (Ballinger & Marcel, 2010). This succession type is prevalent in times of uncertainty (Mooney, Semadeni, & Kesner, 2017).

2.4. Succession Planning in the Public Service

The quality of human capital as a production input, is a significant contributing factor in the capability of the State to carry out its mandate of service delivery (Republic of South Africa, 2010). The progressive future of the public sector, however, is reliant on the ability of the present day management to ensure stability and continuity through regular identification of talent from within the public service and the constant development of that talent (Mateso, 2010).

The notion of succession planning is an increasingly common field of study in the private sector the same does not hold true for the public sector (Wilkerson, 2007). According to Kesner and Sebora (1994) of the studies of succession planning conducted between 1980 and 1993, approximately 4% involved the public sector. Reeves (2010) states that the concept is foreign in the public service particularly in those agencies guided by merit systems in personnel recruitment, selection, and promotion. Literature presents a variety of reasons for the continued scarcity of succession planning as a concept for practice in the public sector.

2.4.1. The Public Sector Legislative Framework Impact on Succession Planning:

Reeves (2010) posits that some public sector organisations, such as those with a rank promotion structure, will present environments for programs such as succession planning. However with the exception of those paramilitary organisations succession planning in other public sector units is rare and unlikely due to the legislation and government policy that serve as impediments civil servants, even if they are managers, from giving preferential treatment or developing a subordinate employee as the ‘‘heir apparent’’ to a high-level job (Reeves, 2010).

Rothwell (2015) advises that those who are in charge of developing Succession Management and Planning programmes in the institution are to seek legal advice once agreement on the programs goals and objectives have been reached. He further advices that organisations are to avoid perception of employment discrimination as a result of such programmes.

Although every organisation has the leeway to adapt the succession planning methodology to it business needs, Michelson (2006) recommends that consideration be given to politics, union issues, resources and community concerns. To counteract the effects of legislative impediments, Wilkerson (2007) proposes the use of talent pools to develop identified high potential candidates who will compete for the vacant post when the time arrives, with the belief that this will reduce the problems that arise as a result of entitlement. He further states that the talent pool will have the further benefit of not only improving candidates skills and competencies but that it will also lead to an improvement in the organisational performance.

2.4.2. The Public Sector Fiscal Framework Impact on Succession Planning:

According to Jarrell and Pewitt (2007), the public services has been accosted by various challenges including economic, social, and demographic issues, such as globalisation, outsourcing, downsizing, moratorium recruitment, budget cuts, aging population, and decreased size of the subsequent generation. These challenges as well as the residual effect of the recent recession mean that organisational priorities compete vigorously for the allocation of funds. Reeves (2010) advanced that it is increasingly difficult for public sector organisation to promote succession planning programmes in the midst of the financial constraints that have employers encouraging workers to take early retirements, suspension of recruitment, and eradication of training due to cost containment. He indicates these factors as the reason behind the diminishing prospects of succession planning in the state and local government. Perlman (2010) suggests that retirement programs are required that employ incentives to persuade workers who wish to exit the public sector to assist in the identification and mentoring of candidates before they retire. Nieuwenhuizen (2009) however, indicates the availability of talent in the public sector will continue to be a challenge as financial rewards are generally lower than in the private sector. Perlman (2010) advices that in order to deal with these barriers policy makers

should find ways to formulate the necessary policy rules and adaptations for effective succession planning.

According to (Pynes, 2004) another reason why workforce succession planning is neglected in the public service is due to the need for training of human resource professionals and not all public organisation are willing to invest the time and money in training nor are they willing to support the efforts of their HRM professionals in the change process. This does little to mitigate what is termed the "war of talent" as employees who value training and career development are likely to be poached by either the competing departments within the public sector who have the means to provide what that employee values, or the private sector.

2.4.3. Public Sector Political Administration Impact on Succession Planning:

According to Schall (1997) succession planning, is seldom used by the public sector due to the fact the executive authority's deployment is normally linked to a specific administration or political party, or they think succession issues are not part of their work range or they lack information (Jarrell & Pewitt, 2007).

Some political deployees have devised means to keep their posts beyond the tenure of an administration by getting support from the business community or from opposition parties. Others have entrenched themselves within the department or agency such that they have overwhelming support. Some accounting officers have won national recognition for their work and as such dismissing them is perceived to be a political risk (Schall, 1997; Teodoro, 2013).

The length of stay of the department's executive authority is critical as succession planning in an organisation relies on the commitment of top management and with a high turnover of management it will be increasingly difficult to implement a succession management programme.

Executive Authority's tenure is also important due their reporting responsibility. Jarrell and Pewitt (2007) proposes the use of continuous evaluation and feedback to improve the plans of the organisation as wells as to gauge the benefit that succession planning brings to the organisation and the community.

They indicate that this can be done by formalising and creating a systematic succession planning evaluation mechanism that will provide decision makers with the practical information on the organisational return of investment.

Jarrell and Pewitt (2007) note that department's executive authority can insulate themselves from the issues arising from politics by using external consultants to supply objective assistance in initiating succession planning.

2.5. Succession Planning in the South African Public Service

A review of the literature found that not much has been documented with regards to succession management in the South African Public Service and that most government departments do not have a succession management in place (L. Erasmus, 2009; Kock & Burke, 2008; Kraai, 2015; Pila et al., 2016; Republic of South Africa, 2007a, 2008, 2010).

This portion of the review however studied the available literature to assess the content of existing literature as foundation for succession planning in the South African public service.

The highest authority in the Republic of South Africa is the Constitution. It is the supreme law of the country. Legislation, Policies and regulations in the country must be in line with the constitution. The Constitution of South Africa makes stipulates that Public Administration has to be oriented towards development and must be representative of the South African people and accountable (Teuteberg, 2015). It goes on to state that human resource management practices such as employment and personnel management should be based on ability, objectivity, fairness, and the need to redress the imbalances of the past to achieve broad representation (Republic of South Africa, 1996a).

This informs that when attempting to create, or improve, or implement on succession planning practices which are embedded in employment and employee management practices one has to take into consideration development as a key focus area, diversity and representativeness dynamics, competence as well as fairness and objectivity.

This provision in the Constitution allows for the working definition of succession planning. However the stipulations in the Constitution indicate that the definition in the South African context would then include the outstanding prescriptive concepts and would read as follows:

Succession planning is about fairly and objectively identifying potential candidates, who are broadly representative of the nation's diverse population, as well as identifying key positions and the competencies required for those positions. It involves developing them through various means, including but not limited to formal training, mentoring, coaching and grooming. This is done as a strategic contingency to address future vacancies in key positions.

The Department of Public Service and Administration (DPSA) as the South African Public Service custodian for employment practice, acknowledges the importance of the theoretical concept of succession planning in the public sector, not only as a retention strategy but also as a vehicle for the strategic development of leadership potential in its public servants (Republic of South Africa, 2002, 2006a, 2006b).

Various reports on human resource management practices in the public sector as published by the Public Service Commission (PSC) indicate the vast absence of the implementation of succession planning as an instrument for human resource management (Republic of South Africa, 2007a, 2008, 2010, 2015, 2016a).

According to Kock and Burke (2008), there is a need for departments within the public service to find creative methods to supply their technical and leadership pipelines. The Succession planning process is one of the methods that may assist the public service not only to hold on to their scarce skills categories but also to build new capabilities within the institution. Below we explore the literature on the phases in the succession planning process.

2.5.1. Identifying Potential Candidates:

Blunt (2002) advanced that raising the future generation of public sector leaders will most likely be the most crucial responsibility of management. In order to grow future leaders though, potential candidates need to be identified.

According to Lynn (2001) public sector leadership is primarily based on "open competition, merit, and competitive testing mechanisms or seniority", with the additional collective bargaining dimension impacting selection and subsequent appointment.

The White Paper on Human Resource Management in the Public Service espouses in its vision espouse the need for a diverse and competent public service (Republic of South Africa, 2007b). It goes on to stipulate the use of competition as means for selection. This means that every candidate who meets the requirements should get a chance to compete for that position. This serves as a guide that in determining which candidates are to be selected for development the organisation has to use diversity and employment equity as well as competency as determining variables. It further indicates that seniority will not be a factor in promotion considerations.

With regard to diversity Kock and Burke (2008) indicate that in selecting candidates for managerial positions black representation has grown, however the leadership crisis in South Africa is further exacerbated by Cabinet's challenge to make certain that 50% of the senior management service posts are occupied by women. Thus female representation can be achieved by identifying more female candidates with technical competencies and leadership potential to be part of the succession candidate pool.

The issue of talent assessment in the public service has sparked controversial debate due to the perceived racial bias associated with psychometric tests resulting in their abandonment (Kock & Burke, 2008). This is compounded by the performance management dynamic as a potential evaluation tool, it seems that the practical application is missing and that it is primarily used as a tool to allocate financial remuneration.

Workplace skills forums are proposed Kock and Burke (2008) as a means to corroborate, endorse, and track the advancement of talent and need to include senior managers.

2.5.2. Identifying Key Positions:

In the aftermath of the post-apartheid "brain drain", the South African public service has identified senior management and high level professional positions as most essential to the government's service delivery mandate (Chelechele, 2009; Gwaradzimba & Shumba, 2010; Republic of South Africa, 2003, 2010, 2016a).

There have been interventions aimed at curbing the brain mobility one of which has been the introduction of improved service conditions as contained in collective bargaining agreements and the Senior Management Service Handbook(Kock & Burke, 2008; Republic of South Africa, 2003, 2006a). However despite these interventions reports indicate that the senior management service and scarce skills professionals posts continue to have the greatest mobility with negligible statistics in the vacancy rate between 2006 and 2010 (Kock & Burke, 2008; Republic of South Africa, 2010). The reason most often cited, as the cause of mobility is that of better positions. This is a cause for concern due to the strategic nature of these positions.

According to Republic of South Africa (2010) the retention tools that were used included monetary incentives (bonuses and bursaries), external conferences and seminars as well as managerial training, however the narrow improvement of retention strategies and policies implies that the importance of effective retention tools and strategies for addressing mobility has not been fully realised.

Succession planning could prove to be a solution to the challenge of skills flight as it aids in the career planning of employees as it focuses on the future (Kock & Burke, 2008).

With regards to the highest administrative posts in each department succession planning obstacles include the contractual nature of the position (Republic of

South Africa, 2008). This is a hindrance for serving officials as they would most likely have to give up security of tenure should they be selected for the post. Career public servants feel disadvantaged and suggest that the system discourages the growth trajectory of internal candidates. This is compounded by the possibility that deployments would be affected by the change in political leadership.

Although nothing prevents candidates being developed toward head of department (HOD) posts (Director General or Deputy Director General), however it must be noted that candidates for these positions can only be recommended by the Minister (for national departments) or MEC (for provincial departments) for appointment by the President (for national departments) or the Premier (for provincial departments) (Republic of South Africa, 2016a).

2.5.3. Developing Identified Candidates:

The Republic of South Africa (2007a) posits that the centre of any human resource management practice is the development of people to attain the next level. It states that too much consideration is fixed on roping new talent into the organisation, rather than building talent, which is fundamental to the future of public service. In order to build leadership capabilities, dynamic leadership development interventions are needed at the various levels of government and need take steps towards effective succession planning.

Reeves (2010) explains that due to the economic recession resulting in austerity measures some governments put formal mentoring programmes on hold. Most of these austerity measures were never lifted. He proposes that in that the absence of formal programmes a viable option in the short run is to encourage the development of knowledge, skills and abilities in the selected candidates. In South Africa, these austerity measures were tightened (Republic of South Africa, 2016b).

However according to Republic of South Africa (2010), over half all departments have institutionalised mentoring and coaching interventions. It did emphasise

however that despite this succession planning was still inadequate especially with regards to progressing employees from designated groups in terms of specific leadership and management development interventions.

The use of formal and informal mentoring relationship is promoted by Van Dijk (2008) as it entails the establishment of a resourceful mentor pool from which high-potential candidates can draw advice and years of institutional memory. The benefit to the public service is advanced capabilities in candidates and retention of corporate knowledge transferred from mentor to protégé.

The idea of employee development is iterated in Department of Public Service and Administration's Guide to Retention which says that employee development should put emphasis on "life-long learning, personal development and capacity building"(Republic of South Africa, 2006a, p. 38). This is a mechanism to bridge the skills gap in the public sector workforce. Kock and Burke (2008) recognise the Public Administration Leadership and Management Academy (now National School of Government) as an answer to the developmental requirements of the Public Services that will create, augment, and renew the core competencies of public servants, including high potential candidates identified for succession planning.

2.5.4. Future Vacancies

According to Republic of South Africa (2008) literature focuses predominantly on the causes of turnover . The premise according to literature is that turnover is costly and should be avoided. However Republic of South Africa (2008) alludes to the possibility that turnover is not only negative and that it has probable positive attributes in that it can diminish complacency, stimulate change and innovation and ease the displacement of poor performers. This does not however, eliminate the likelihood that a high rate of turnover will negatively affect productivity and in turn service delivery, as well as cause the loss of institutional memory(Republic of South Africa, 2010).

The loss of staff is also the loss of skills transferred to them, the time taken to train and develop them, the cost and process of recruitment as well as the time

it will take the replacement official to adjust to the new environment and task associated with the job.

Although the Senior Management Service Handbook provides clear and concise on employment of senior management service and some scarce skills professionals it does not however address the issue of succession planning as an instrument to fill strategic vacancies, it does however allow for the use of head hunting (Republic of South Africa, 2003). This could possibly be incorporated into the succession planning dynamic by head hunting those selected and developed high potentials to compete for the relevant post.

A study conducted by the PSC found that the duration of vacancies in the public sector were particularly long(Republic of South Africa, 2015). Respondents on lower levels claimed that they were overlooked for senior positions. They stated furthermore that sometimes agencies were used to shortlist candidates and that this system advantaged external candidates over internal candidates. The study further found that the number of grievances had increased with regards to appointment processes. The reasons cited were inconsistency regarding promotions and appointments, discriminatory practices, nepotism and favouritism. Another common cause for grievance was that the system is perceived to promote or appoint cadres and relatives into senior positions. Respondents also expressed that placing politicians into management positions obstructs the upward movement of commendable employees. Lastly respondents indicated that employment equity and affirmative action practices are not practiced as they should be and that people with disability are not given a chance (Republic of South Africa, 2015). These perceptions indicate the need for the implementation of fair and transparent career progression and succession planning.

The office of the HOD is riddled with its own challenges as a PSC study informs(Republic of South Africa, 2008). The report indicates that whenever a vacancy is filled in the HOD position, the new HOD establishes new tactics and the progress made by the previous HOD is not leveraged, this is worsened by the fact that the new HOD can sometimes not account for the activities that took place in the preceding period.

According to Republic of South Africa (2008), only a small number of departments have indicated that they have a system in place to ensure a good transition between HOD's. Some HOD's have pointed out that in the duration of their tenure they make sure that a new leadership is developed to materialise from within the institution. They admit however that succession planning is mostly informal and have suggested that succession planning needs to be formalised to make certain that there is always a pool of possible internal candidates should the position become vacant.

2.6. Summary of Literature Review

This chapter has presented a review of current and old literature on succession planning, it has provided insight in to the theory that explains the dynamics of succession planning in the public sector in general and South Africa in particular. Concepts related to the succession planning process were identified and distinguished for clarity. A large amount of content was sourced from government document which helped frame the research in the South African context.

A working definition of succession planning that will be utilised in this study was drawn from the literature. The succession planning process was described using theory from literature. Also, the review discussed several themes related to succession processes, including the South African legislative framework and its effect on succession planning, as well as, the South African fiscal issues surrounding the implementation of succession planning and the impact of the South African political administration on succession planning.

Presentations of the literature surrounding the benefits of effective succession planning were put forward as well as views on the challenges around the effective implementation of succession planning in the South African public sector. This review found emphasis in the literature on the small number of studies on public sector succession planning as compared to the private sector. The review also found a prominence of literature highlighting the deficiency of documentation regarding the formalised public sector succession planning.

The inference from literature on the public sector is that there is a need for the establishment and formalisation of succession planning policies and procedures in the South African public service as well as a need for the improvement of existing succession planning practices. Furthermore research should be stimulated in this field to increase the spectrum of knowledge.

2.7. Research Questions:

The purpose of this quantitative study is to establish the employee preferred method of the implementation and effectiveness of succession management in the South African Department of Water and Sanitation.

Research Questions:

This quantitative study seeks to answer these research questions:

1. What is the preferred method of implementing effective succession management in a public sector organisation in the South African government?

2. What are the factors that impede and assist the development of succession management in the South African public sector government departments?

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CHAPTER 3. RESEARCH METHODOLOGY

This research was conducted using quantitative methodology. Employees of the Department of Water and Sanitation from all levels were surveyed on their branch's' or Chief Directorate's succession plan or strategy and how best that plan can be implemented. The questions were concisely focused on the Department of Water and Sanitation and not the employee. On top of the Department of Water and Sanitation's existing succession plans the employees were asked about their preferences of how the succession plans should be implemented. The focus was more on the Department of Water and Sanitation than succession planning in general. It is conceivable that employees from different Chief Directorates may perceive succession planning differently due to the work they do and the size of each Chief Directorate while the succession management plan applies to the whole of the department.

3.1 Research methodology

The research questions were designed for a quantitative method approach. The study measured preferences and did not require a time based study because it was descriptive in nature. Quantitative research is concerned with measuring numerical data. Qualitative is concerned with understanding the experiences and attitudes of individuals (Golafshani, 2003). Preferences can be better captured by a qualitative study but this study quantified those preferences. Qualitative is aimed at answering the question what, how or why rather than quantitative which answers how much, or how many (Bricki & Green, 2007).

3.2 Research Design

A number of the Department of Water and Sanitation employees were given an electronic survey via email.

E-mail surveys are reasonable easy to setup and manage (Blanzieri & Bryl, 2008). The Department of Water and Sanitation head office is in Pretoria and the regional offices are in every province of the country. Email surveys made

the research cost effective as they did not need the researcher to drive to the respondents. Email surveys can reduce geographical bias because the researcher can reach respondents of the selected population with ease (Johnson & Wislar, 2012).

Unfortunately email surveys are more likely to be ignored than other forms of data collection, namely interviews (McPeake, Bateson, & O'Neill, 2014). Surveys with closed-ended questions may have a lower validity than other questions in a qualitative study (Heale & Twycross, 2015). Non response to certain questions may cause a bias when those who feel negatively about the question choose to respond and those who feel positively about the question choose not to respond or vice versa (Studer et al., 2013). Email surveys also have the disadvantage of only being able to be used on respondents with computer, emails, smart phone who are computer literate.

3.3 Population and sample

3.3.1 *Population*

The population for this research is the Department of Water and Sanitation in South Africa. This included all the branches and the extension of their arms the regional offices and clusters

3.3.2 *Sample and sampling method*

The Department of Water and Sanitation has five branches: National Water Resource Infrastructure, Policy and Regulation, Regions, International Relations and Cooperation, and Corporate Services. The survey was sent to their respective human resources departments and their knowledge management champions to distribute. The knowledge management champions distributed to 10, 10 and 5 employees between levels 1 and 7, 8 and 12 and 13 upwards respectively. Levels 1 to 7 is junior, 8 to 12 is senior and 13 upwards is management.

CMA's, Proto CMA's and TCTA were excluded as they are not bound by the same rules of engagement as the Department of Water and Sanitation.

3.4 The research instrument

A quantitative questionnaire was used as the research instrument of choice. The questionnaire asked scenario question of realistic trade-offs and judged the preference of the respondent based on their choice. By asking scenario based questions as opposed to asking directly about attributes, you get much more reliable data. Its separates products or preferences by levels of attributes and their trade-offs. The advantages of this questionnaire like conjoint are that they mimic the real world so the results are more likely to be representative than not and they can be used with very small sample sizes (Marshall et al., 2010).

3.5 Procedure for data collection

A qualtrics survey link was sent via email. The data was automatically sent to the researcher after the respondents had completed the survey. The researcher personally emailed all the knowledge champions and HR personnel the request letter, instructions and survey link before the start of the survey. The survey used the Hierarchical Bayes analysis (Snow, Mann, Page, Nash, & Labs, 2012).

3.6 Data analysis and interpretation

Qualtrics used regression analysis to analyse the data. Pivot tables were also used to get graphical representation of the results. The questionnaire used the Hierarchical Bayes analysis and was be interpreted as such.

3.7 Limitations of the study

- Only employees with computer and valid emails were able to participate
- The study could only confirm the preferred method of applying succession management and not develop new knowledge.

- While the Department of Water and Sanitation is one department, there are distinct differences amongst branches. The study cannot be able to tailor the succession management plans to each individual branch but give a general representation of the whole department.
- Respondents must be computer literate.

3.8 Validity and reliability

3.8.1 *External validity*

External validity is concerned with being able to generalise or extrapolate the results (DePoy & Gitlin, 2015). The respondents were meant to be from all branches and from all three tiers of the department.

3.8.2 *Internal validity*

Validity determines whether the research truly measures that which it was intended to measure or how truthful the research results are (Golafshani, 2003, p. 5). A pilot study was done on a single section within the National Water Resource Infrastructure (NWRI) branch in the Department of Water and Sanitation. The study determined whether the respondents understand the question and whether more options need to be added to scales. No additions were necessary after the pilot. Questions did arise during the study about qualtrics the research instrument and not the content. The debrief interview with the respondent revealed that the questions were understood as intended. The debrief interview was done telephonically on a one on one setting.

3.8.3 *Reliability*

The pilot study ensured that the respondents understood the question thereby responding appropriately. A ranking analysis is easy to understand. There was a slight difference in the results of the small group as compared to the full survey. It is believed that this was as a result of the different job natures. There was no way of checking if the respondents from the pilot study answered the

same in the full survey because the respondent were not required to supply any identifying information.

3.9 Demographic profile of respondents

Table 3. 1: Demographic Results

Branch			5 - Years of Experience			4 - Level	
NWRI	75.36%		0 - 5	10.00%		1 - 7	25.71%
Policy and Regulation	7.25%		6 - 10	44.29%		8 - 12	71.43%
Regions	17.39%		11 - 19	22.86%		13 - 17	2.86%
International Relations	0.00%		20 - 30	10.00%			
Corporate Services	0.00%		30 - Above	12.86%			
3 - Age group			1 - Gender			2 - Type of employment	
0 - 19	0.00%		Male	64.29%		Project Based	0.00%
20 - 29	7.14%		Female	35.71%		Contract	41.43%
30 - 39	45.71%					Permanent	58.57%
40 - 49	30.00%						
50 - Above	17.14%						

The survey was responded to by 88 respondents. A minimum 95 respondents was the desired number. Out of the 88 respondents only 38 completed every question on the survey. This is less than 50% which means that the results are not generalisable.

There were 64% male respondents while 36% were female. The researcher had no preference of gender but need to know that the research was a bipartisan view. Years of experience and levels were as expected.

The employment type had 41% on contract and 59% permanent respondents. No project based employees answered the survey. This is due to lack of access to emails. This was to be expected.

Corporate services had 0% respondents for the survey. Corporate services is responsible for hiring of employees. It was expected that the majority of the respondents would be from this branch as they are the champions of human resources policies.

CHAPTER 4. PRESENTATION OF RESULTS

4.1 Introduction

The results are presented in stages of succession management with the content that surrounds the topic, namely catalysts and inhibiters.

4.2 Results

Table 4.1: Formal Succession Management

1 - Rank the following definitions based on best explanation		
1	Succession planning is a proactive attempt to ensure that leadership in an institution will be continuous by identifying how these positions will be filled as both planned and unplanned departures occur	32.4%
4	Succession planning is a process for identifying and developing new leaders, who can replace old leaders when they leave, retire or die. In dictatorships, it aims for continuity of leadership, preventing a chaotic power struggle by preventing a power vacuum	24.9%
2	Succession planning is traditionally a strategic change effort designed to prepare for promotion within an institution by emphasising internal talent development	24.3%
3	Succession planning is a valuable management tool for creating a plan to move high potential people into the higher levels of the organisation	18.4%
	Total	100%
2 - Rank by most importance benefits of a formal succession plan		
3	Preserve knowledge transfer and institutional memory	32.7%
2	Facilitate employee development	27.1%
1	Improve employee commitment and retention	25.9%
4	Reducing turnover of managers with scarce skills	14.3%
	Total	100%
3 - Rank by most important purpose of succession planning		
1	To easily identify replacements to fill key positions	27.3%
3	To achieve strategic goals	26.8%
2	To develop employees	25.4%
4	To retain organisational talent	20.5%
	Total	100%
4 - Rank by your expectation of a succession planning		
2	To map out the development of further knowledge, skills and abilities	31.4%
3	To prepare staff for advancement or promotion into more challenging roles	25.4%
1	To highlight current skills and accomplishments	24.3%
4	To develop employees to reach their potential	18.9%
	Total	100%

6 - Rank these in order of importance for succession planning to be successful in your department		
1	Identifying the long-term vision and direction	34.6%
2	Analysing future requirements for programs and services using data already collected	27.8%
3	Connecting succession planning to the values of the organisation	23.8%
4	Connecting succession planning to the needs and interests of senior leaders.	13.8%
	Total	100%

The above table shows the preferences of the candidates with regards to formal way of implementing succession planning.

Table 4.2 : Identifying Needs

7 - Rank these in order of importance for analysing the needs for succession planning to be successful in your department		
1	Identifying core competencies and technical competency requirements	27.0%
3	Determining talents needed for the long term	19.8%
2	Determining current supply and anticipated demand	19.8%
4	Identifying "real" continuity issues	17.2%
5	Developing a business plan based on long-term talent needs, not on position replacement.	16.2%
	Total	100%

9 - Rank these in order of importance for identifying talent for succession planning to be successful in your department		
3	Assessing competency and skill levels of current workforce, using assessment instrument(s)	26.5%
2	Identifying talent with critical competencies from multiple levels early in careers and often	26.3%
1	Using pools of candidates vs. development of positions	22.5%
4	Using 360° feedback for development purposes	15.1%
5	Analysing external sources of talent.	9.5%
	Total	100%

19 - The most effective methods of identifying potential successors		
2	Performance Management and Development System	22.3%
4	Supervisor	18.9%
1	Self-nomination	17.6%
3	Job Holder	17.1%
5	Head of Department	14.1%
6	Human Resource Development	10.0%
	Total	100%

The above table shows how the candidates prefer for needs of an organisation should be prioritised.

Table 4.3: Recruiting

8 - Rank in order of most effective to least for recruiting for succession planning		
3	Recruit from within the department	29.9%
2	Recruit from Tertiary	20.5%
4	Recruit from other public organisations	19.5%
5	Recruit from private organisations	15.3%
1	Recruit from high school	14.8%
	Total	100%
13 - Rank what you perceive to be the reason for the high turnover of employees with scarce skills at your department		
2	Better opportunities for development	25.8%
1	Better salary elsewhere	25.4%
3	Poor interpersonal relations	19.6%
5	Better work content	14.6%
4	Retirement	14.6%
	Total	100%

The above table shows the preferred recruiting method and why the candidates believe employees live the Department of Water and Sanitation.

Table 4.4 : Training

11 - Rank according to most effective to least in developing employees.		
3	Coaching and Mentoring	26.7%
1	Job rotation	21.4%
4	Internal training	20.4%
2	Job enrichment	18.2%
5	External training	13.3%
	Total	100%
12 - Rank the best way to identify training for succession planning pool of candidate		
2	Performance Management and Development System	23.7%
1	Self-nomination	18.4%
4	Supervisor	18.1%
3	Job Holder	16.2%
6	Human Resource Development	12.4%
5	Head of Department	11.2%
	Total	100%

14 - Rank from best to least person to be a mentor to a succession plan candidate		
3	Supervisor	25.80%
2	Job Holder	23.80%
1	More experienced peer	20.90%
4	Head of Department	16.50%
5	External mentor	13.00%
	Total	100%

The above table shows the preferred method of training and developing employees.

Table 4.5 : Assessing

5 - Rank the following according to most effective method in assessing developmental needs		
1	Self-assessments	28.9%
2	Performance Evaluation Ratings	28.4%
4	Interviews	21.6%
3	360-Degree Feedback	21.1%
	Total	100%
10 - Rank in order of best means to select candidates		
2	Experience	30.6%
3	Potential	20.5%
5	Past accomplishment	19.8%
1	Study results	17.7%
4	Internal exam	11.4%
	Total	100%

The above table shows the preferred method of assessing employee readiness for the next level and what criteria should be used to select developing employees.

Table 4. 6 : Catalysts and inhibitors

15 - Rank these challenge in order of most likely to derail succession planning in your department		
2	Inability to motivate and retaining key employees	17.8%
3	Ineffective business practices	17.0%
1	Insufficient talent pipeline	16.3%
6	Lack of effective company vision and failure to address future needs	16.0%
4	Unfocused roles and responsibilities across a career plan	13.2%
7	Inactive periodical succession plan	10.6%
5	Limited information about employees	9.1%
	Total	100%
16 - Rank the influences from most positive to least for succession planning to thrive in your department		
2	Ability to motivate and retain key employees	19.3%
3	Effective business practices in the organisation	16.2%
1	Sufficient talent pipeline in the organisation	15.7%
6	Availability of effective company vision and addressing future needs of the organisation	15.5%
4	Focusing on roles and responsibilities across a career plan	12.9%
7	Active periodical succession plan	11.7%
5	Plenty of information about employees	8.7%
	Total	100%
17 - Rank these according to most detrimental to least for succession planning in your Department		
3	Ineffective leadership and management development	19.6%
2	Not rewarding and recognising hard working employees	18.2%
1	Not attracting and recruiting the potential employees	16.8%
5	Ineffective management and performance	13.3%
4	Lack staff engagement	13.2%
6	Lack organisational learning and development	10.8%
7	Not setting enough budget for human resource development	8.1%
	Total	100%
18 - Rank the following as suggested to be among the determinants to effective Succession Planning in your organisation		
2	No committed management	23.8%
1	Bad Human resource policies	23.4%
5	Lack of competence of the organisation management	20.3%
3	Culture of the organisation	17.5%
4	Readiness of the organisation	15.0%
	Total	100%

This table shows what the employees believe to be the precipitating and preventing conditions for succession planning to function optimally

CHAPTER 5. DISCUSSION OF THE RESULTS

5.1 Introduction

The results are expressed in three stages. The first is the general expectation of formal succession management, the second is the process of succession management and the third is the conditions that accelerate or inhibit succession management.

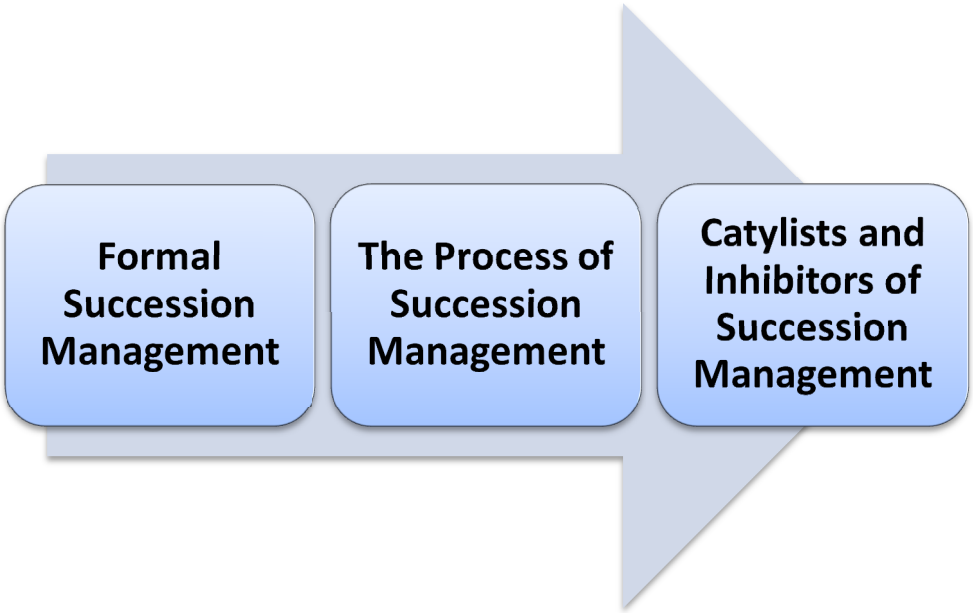


Figure 1: Succession Management Result Stages

5.2 Formal Succession Management

The widely accepted definition of Succession Planning by the respondents was as follows:

“Succession Management is a proactive attempt to ensure that leadership in an institution will be continuous by identifying how these positions will be filled as both planned and unplanned departures occur” This statement is similar to statement made by Tetteh (2015) with regards to unplanned departures. Cole and Harbour (2015) Agrees with this statement but goes a step further in say succession management does not have to be formal

The results suggest the need for long term planning for vital positions in an organisation. It also talks to this process as being continuous for every eventuality. While Chakraborty and Saha (2017) disagree with “every eventuality” they do concur that succession management should be concerned with long term planning. Alvani, Souteh, Jandaghi and Inaloo (2016) Relate to succession being continuous and advocates for it as being advantageous. The respondents’ answers are in agreement with current literature.

Based on the results formal succession planning should be concerned with the development of further knowledge, skill and abilities in a long term vision and direction so as to easily identify replacements to fill key positions and preserve knowledge transfer and institutional memory. But Paroutis, Franco and Papadopoulos (2015) disagree with this statement, they imply that further knowledge, skills and abilities are tools which the successor should acquire prior to succeeding the predecessor and not the end goal. Cappeli and Keller (2017) agree with the statement in its entirety and further state that succession management is a process not a project. This implies that succession management is not the end result but all activities that preceded it, and that it is ongoing. Projects have a beginning, a middle and an end; succession planning is considered not to have an end

Current literature is in support of the choices made by the respondents with regards to formal succession management. There is a disagreement about looking at succession management as a process or a project. Project meaning it has a start and an end. But more literature leans on the side of process as it speaks to continuous (Donner, Gridley, Ulreich, & Bluth, 2017). “Succession planning is not episodic but is a continuous process” (Donner et al., 2017, p. 127). This statement supports the notion of succession management being a process.

5.3 Succession Management Process

The process that should be followed for succession management to successful is as shown below.

5.3.1 *Identify needs*

The results of this research report give rise to the next three paragraphs. They were deduced from the respondents' answers and have been interpreted as seen below

The identification of the organisation's needs for it to continue functioning at optimal level is first and foremost. This tells the organisation what is required for key departments to continue producing the end product. This also speaks to technical needs which are required for the key departments to run at optimal level.

The next step in identifying needs is to assess the current skills and knowledge in the current workforce using an assessment instrument. These current skills and competencies must be compared against the needs in step one to determine the shortfall and/or excess in every division of the organisation.

The third step in identifying needs is to develop a performance management and development system to track the progression of the candidates. This system will allow an organisation to track its needs and when candidates should be moved to the next level.

Titzer and Shirey (2013) agree that determining the organisations needs is the first step in succession management followed by a skills audit. This is supported by Peters-Hawkins, Reed, and Kingsberry (2018). Myung, Loeb, and Horng (2011) disagree with the order of identifying needs, they say the first step should be a skills audit then determine organisational needs. This will outline the shortfall. Contrary to Titzer and Shirey (2013) and Myung et al. (2011), Sparrow, Hird, and Cooper (2015) believe the order is irrelevant so long as all steps are taken. This sentiment is shared by Denker, Sherman, Hutton-Woodland, Brunell, and Medina (2015). The literature does not however agree with the third step. (Rothwell, 2015) states that the third step is part of the development stage but is done prior to recruiting.

5.3.2 *Recruitment*

Recruiting will be informed by the needs identified in the first stage. Sparrow et al. (2015) agree with this sequence. Based on the result recruitment should follow the below hierarchy:

- Recruit from within the department
- Recruit from Tertiary
- Recruit from other public organisations
- Recruit from private organisations
- Recruit from high school

It stands to reason that recruiting from within the department have the advantage that the candidates would already be familiar with the operating protocols. Goldstein and Passmore (2017) proposed to not recruiting from a specific arena but testing all the candidates to find the suitable ones. It is worth noting that Goldstein and Passmore (2017) were referring to private organisations. The respondents answer of first recruiting from within is supported by Kitaw, Ye-Ebiyo, Said, Desta, and Teklehaimanot (2016) due to their “adequate orientation on their future job” (Kitaw et al., 2016, p. 232) . Barnes and Howson (2018) have an opposing view and believe that new blood breeds new life. Yaro (2014) argued that recruiting from specific arenas is tantamount to nepotism. His view was that “candidates should be given equal, fair and even treatment” (Yaro, 2014, p. 1008). Yaro’s (2014) opposition was predicated by government official employing relatives. And (Goldstein & Passmore, 2017) opposed arena specific recruiting while referring to the recruitment of board members. Both Goldstein and Passmore (2017) and Yaro (2014) do not outright reject arena specific recruitment but only in special circumstances while Kitaw et al. (2016) agrees.

Recruitment should also be linked to reducing turnover. As shown in table 4.3 the perceived reasons for high turnover on page 37. Recruitment is used to supplement the talent pipeline which keeps the organisation’s staff count at optimum. During the recruitment process job hoppers should be identified and managed.

5.3.3 *Training*

According to the results coaching and mentoring are the best way to train candidates and this mentoring and coaching should be done by the immediate supervisor. The results also view a performance management and development system as the best vehicle to get training done optimally. MacLennan (2017) agrees that coaching and mentoring is probably the most effective approach to achieve optimum performance in the workplace. He advocated for planned coaching and mentoring as opposed to unplanned. Greif (2013) is of the same view as MacLennan (2017) that coaching and mentoring is a lifting platform for productivity and efficiency. (Passmore, Peterson, & Freire, 2013) and (Serrat, 2017) both support coaching and mentoring as a superior way of training. (McNamara et al., 2014) found that coaching and mentoring was the best approach to training but had a limitation of the mentor's time. He found that adequate coaching was not possible once the number of trainees got too large.

5.3.4 *Assessing*

When assessing candidates for succession, self-assessment and performance evaluation ratings are perceived to be the best. The attributes that should be focused on are experience and potential. The choice of self-assessment by the respondent's may be based on self-preservation. The limiting factor to this choice was the lack of human resources personnel participating on the survey. Church and Rotolo (2013) advocated for performance evaluations done by both the candidate and the supervisor with motivations. They do however disagree with using experience as a deciding attribute. Their rational was that some candidates develop quicker than others. (Church, 2013) argued for a more focused strategy on business needs using potential. Calareso (2013) agrees with self-assessment. He qualifies this as a way to determine the gap between the candidate's and supervisor's expectation. Rothwell (2015) supports this and further adds that the mentor should be involved as a second opinion.

5.4 Catalysts and inhibitors

Inhibitors ranked amongst the worst inhibitors to succession management are separated into three groups namely policies, management and reward/recognition system.

- Reactionary Human resource policies and Ineffective business practices
- Ineffective leadership and management development and no committed management
- Not rewarding and recognising hard working employees and inability to motivate and retain key employees

Csizmadia, Makó, and Heidrich (2016) stated that ineffective policies can be very detrimental to succession management. They stated this while looking at family businesses. This can be worse in public organisation (Huynh, Reynolds, & Mercieca, 2017).

Spangler, Tikhomirov, Sotak, and Palrecha (2014) are of the opinion that management can greatly stifle succession management. According to Versland (2013) Judicious risk assessment can greatly reduce bad succession management. Rose (2013) strongly believes that management are the gate keepers to succession management success.

Yadav and Dabhade (2013) also list reward/punishment amongst the greatest inhibitors of succession management. Hall-Ellis and Grealy (2013) stated that the carrot or stick system is a great revealer of human potential. They also found that it was necessary for improved performance. They alluded to the fact that if high performers and low performers are rewarded the same it will erode the ethos of the high performer and ultimately lowers organisational performance.

Catalysts are ranked in the following order from most to least effective.

- Ability to motivate and retain key employees
- Effective business practices in the organisation

- Sufficient talent pipeline in the organisation
- Availability of effective company vision and addressing future needs of the organisation
- Focusing on roles and responsibilities across a career plan

In their in-depth paper on performance management systems, Yadav and Dabhade (2013) have listed all of the above and but not necessarily in the same order.

CHAPTER 6. CONCLUSIONS & RECOMMENDATIONS

6.1 Introduction

The conclusion starts by reiterating the issues in chapter one which led to the problem statement. It then outlines how this employee preferred method of succession planning addresses these issues.

6.2 Conclusions of the study

The aim of this research report was to answer the following questions.

- *"What is the preferred method of implementing effective succession management in a public sector organisation in the South African government?" and*
- *"What are the factors that impede and assist the development of succession management in the South African public sector government departments?"*

The first question was as a result of five challenges faced by government departments. Below are the challenges followed by findings of this study and literature which attempt to solve them.

The first issue is that there are few employees than required being formally groomed for middle and senior management positions in the public services (Dewah & Mutula, 2016; Funke et al., 2007).

The performance management and development system mentioned under training is the best method to deal with the above mentioned issue. It is a step by step system of developing candidate for higher positions. The preferred trainer is the candidates' supervisor. The effect of the austerity measures which has griped South Africa (Republic of South Africa, 2016b) can be eased by on the job training because the supervisor does not receive extra remuneration for

training the candidate. The performance management and development system should allow for external training to broaden the thinking of the candidate.

The second issue is the older more knowledgeable employees are nearing the end of their working age (DeLong, 2004).

The recruitment process and performance management and development system is more likely to counteract this issue. The results of this issue are knowledge loss and decrease in number of employees. The recruitment process will augment the employee numbers by supplying a steady stream of candidates and the performance management and development system will insure knowledge transfer, training and mentoring.

The third issue is the current manager's reluctance to champion the task of succession management (Rothwell, 2015).

Self-assessment and performance evaluation is a method of gauging employees' abilities. It works on reward and/or reform of both the supervisor and the candidate. The employee assesses themselves and the supervisor also assesses them. The score is discussed there by facilitating growth which is a portion of succession management. The success or failure of the candidate has barring on the supervisor's performance evaluation which affects the supervisor's bonus. It is also linked to the success of the unit. The performance management and development system also enlists the assistance of a performance agreement which is a document that outlines the goals of the employee. Supervision and mentorship must form part of the performance agreement in order to hold the supervisor to their word of promised deliverables

The fourth issue is that some head hunted managers have to learn the new landscape before being effective (Parker & Bradley, 2000).

No solution for this issue in this study. Recruiting from private organisations was forth in a list of five. It is not preferred by the employees. The potential bias against recruiting from outside the organisation is a high possibility because internal candidates may see it as decreasing their chances for progression. This issue will be suggested for further studies.

The fifth issue is political interference in appointing of high level positions

The study prefers experience and potential when appointing high level positions. While this does not stop political interference it is envisaged that a few deserving individual will make it to these positions.

Succession Management should be done as follows in the Department of Water and Sanitation

Determine needs

The department should first determine what it needs to function at optimum level. It must then determine what skills it already has. From this information the department must determine what it is still short of. These will be the needs of the department. This must be done on a quarterly basis.

Recruiting

After determining what is needed the department must make-up the shortfall by recruiting. It should first recruit from within the department for potential successors. It should then recruit from tertiary for new candidates to make-up the pipeline. If there is still a shortfall the next step is other public organisations then finally from private organisations. Recruiting from high schools should be done in the form of a bursary. The department must recruit from high school so they can get the crop of the cream. These individual should one day work for the department

Training

Coaching and Mentoring must be the default method of training. Most of the learning must come from the mentor and supervisor. After the candidate has been recruited, they must be given a supervisor and a mentor. Both the supervisor and the mentor must sign performance agreements that have to do with the development of the candidate. The mentor must be a level above the supervisor. The candidate must rotate in the department to build breath of knowledge. Regular internal training must be done to improve the candidate's knowledge in a different environment. The candidate must be given increasing responsibilities to enrich them. External training should be done for which the

department does not have the mechanisms to perform. Progress of the training should be tracked at all times.

Assessing

Assessing should be done first by the candidate, then by the supervisor. The mentor must than take the two scores and discuss with both the candidate and supervisor in interview setting, first separately then together. The mentor must reconcile the scores with both. The assessing must focus on potential. Potential successors will emerge from this process.

"What are the factors that impede and assist the development of succession management in the South African public sector government departments?"

The top three factors impeding development of succession management according to the survey done in this study are bad Human resource policies and Ineffective business practices, ineffective leadership and management development and no committed management and not rewarding and recognising hard working employees and inability to motivate and retaining key employees.

The top five factors assisting development of succession management according to the survey done in this study are ability to motivate and retain key employees, effective business practices in the organisation, sufficient talent pipeline in the organisation, availability of effective company vision and addressing future needs of the organisation and focusing on roles and responsibilities across a career plan

6.3 Recommendations

6.3.1 *Ethos of succession planning*

The spirit that should encompass succession planning in the Department of Water and Sanitation should be that of growth. It is recommended that human resources should formulate a performance management and development system that clearly maps out the development of further knowledge, skill and abilities in a long term vision and direction so as to easily identify replacements to fill key positions and preserve knowledge transfer and institutional memory. Buy in from top management is important for such a system to succeed therefore top and middle management should be involved in the development of the system. This should instil a sense of pride within management so they may more likely assist in times of difficulty.

The system should have a clear reward and recognition plan to show employees that they are valued by the Department of Water and Sanitation. The reward should not only be monetary as it is not an effective motivation for all.

6.3.2 *Identify needs*

It is recommended that the Department of Water and Sanitation should follow these steps:

- First look at what they would like to achieve in the future as a goal or goals
- Determine the human resources needed to achieve this goal, and the time they need it in.
- Determine how long it would take to get these resources ready for the task
- Determine how many of these resources they already have within their ranks

These steps will tell them where they fall short

6.3.3 *Recruitment*

It is recommended that recruiting should be separated into two categories, namely current workforce and future work force. Current work force are those who are already qualified and future work force are those without their qualifications. It is recommended that instead of choosing the highest ranked choice the selection be weighted as follows

Current work force

- Recruit from within the department 60 %
- Recruit from other public organisations 30 %
- Recruit from private organisations 10 %

Future work force

- Recruit from Tertiary 70%
- Recruit from high school 30%

The ratio between the current and the future should be dictated by the organisation's needs. Future work force will allow for a consistent supply of candidates for the organisation.

6.3.4 *Training*

It is recommended that 80 % of training be on the job training by the supervisors and mentor. 20 % should be internal and external courses and symposiums. Each individual should be appointed a mentor when hired and the mentor should change as the candidate grows

6.3.5 *Assessing*

It is recommended that performance evaluation ratings be done by a panel of superiors, managers or mentors. This has a high probability of decreasing preconceived notions by individuals.

6.4 Suggestions for further research

Knowing the importance of succession management in the Department of Water and Sanitation is a good start. Future research should focus on the whole public sector of South Africa. The study should first compare organisations with and without succession management to ascertain if there is any advantage to those organisations with succession management. The second part should be to identify the similarities between those organisations who are successful and those who are not successful.

A further study should be the evaluation of head hunted managers working in government departments. How their transition can be made easier.

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APPENDIX A

Actual Research Instrument

RESEARCH QUESTIONNAIRE

I am currently embarking on a path to obtain my MBA and as part of my degree I am required to do research. I would like to request your assistance in this regards.

The research is about Succession Planning And Management in the Department of Water and Sanitation. It seeks to find out what is the best way to implement succession management in DWS.

Kindly find attached a questionnaire relating to the above. Your assistance in completing the questionnaire by 31st of May 2017 would be greatly appreciated. Completion of the questionnaire should take no more than 15 minutes. The questionnaire is strictly confidential and respondent's names and identity will not be divulged. This information is needed for the completion of my Masters in Business Administration (MBA) studies. When completed please email to the undersigned. Your co-operation in completing the questionnaire is greatly appreciated.

Yours sincerely
Xolani Mdletshe
Researcher

Tick that which is most applicable to you

1	Gender				
	Male		Female		
2	Type of employment				
	Project Based		Contract		Permanent
3	Age Group				
	0-19	20-29	30-39	40-49	50-Above
	Level				
4	1 - 7		8 - 12		13-17
	Years of Experience				
5	0-5	6-10	11-20	21-30	30 - Above

6	Which Branch of Water and Sanitation do you serve in
	National Water Resource Infrastructure Branch (NWRI)
	Policy and Regulation
	Regions
	International Relations and Cooperation
	Corporate Services

1 - Rank the following definitions based on best explanation	
1	Succession planning is a proactive attempt to ensure that leadership in an institution will be continuous by identifying how these positions will be filled as both planned and unplanned departures occur
2	Succession planning is traditionally a strategic change effort designed to prepare for promotion within an institution by emphasising internal talent development
3	Succession planning is a valuable management tool for creating a plan to move high potential people into the higher levels of the organisation
4	Succession planning is a process for identifying and developing new leaders, who can replace old leaders when they leave, retire or die. In dictatorships, it aims for continuity of leadership, preventing a chaotic power struggle by preventing a power vacuum

2 - Rank by most importance benefits of a formal succession plan	
1	Improve employee commitment and retention
2	Facilitate employee development
3	Preserve knowledge transfer and institutional memory
4	Reducing turnover of managers with scarce skills

3 - Rank by most important purpose of succession planning	
1	To easily identify replacements to fill key positions
2	To develop employees
3	To achieve strategic goals
4	To retain organisational talent

4 - Rank by your expectation of a succession planning	
1	To highlight current skills and accomplishments
2	To map out the development of further knowledge, skills and abilities
3	To prepare staff for advancement or promotion into more challenging roles
4	To develop employees to reach their potential
5 - Rank the following according to most effective method in assessing developmental needs	
1	Self-assessments
2	Performance Evaluation Ratings
3	360-Degree Feedback
4	Interviews
6 - Rank these in order of importance for succession planning to be successful in your department	
1	Identifying the long-term vision and direction
2	Analysing future requirements for programs and services using data already collected
3	Connecting succession planning to the values of the organisation
4	Connecting succession planning to the needs and interests of senior leaders.
7 - Rank these in order of importance for analysing the needs for succession planning to be successful in your department	
1	Identifying core competencies and technical competency requirements
2	Determining current supply and anticipated demand
3	Determining talents needed for the long term
4	Identifying "real" continuity issues
5	Developing a business plan based on long-term talent needs, not on position replacement.

8 - Rank in order of most effective to least for recruiting for succession planning	
1	Recruit from high school
2	Recruit from Tertiary
3	Recruit from within the department
4	Recruit from other public organisations
5	Recruit from private organisations
9 - Rank these in order of importance for identifying talent for succession planning to be successful in your department	
1	Using pools of candidates vs. development of positions
2	Identifying talent with critical competencies from multiple levels early in careers and often
3	Assessing competency and skill levels of current workforce, using assessment instrument(s)
4	Using 360° feedback for development purposes
5	Analysing external sources of talent.
10 - Rank in order of best means to select candidates	
1	Study results
2	Experience
3	Potential
4	Internal exam
5	Past accomplishment
11 - Rank according to most effective to least in developing employees.	
1	Job rotation
2	Job enrichment
3	Coaching and Mentoring
4	Internal training
5	External training

12 - Rank the best way to identify training for succession planning pool of candidate	
1	Self-nomination
2	Performance Management and Development System
3	Job Holder
4	Supervisor
5	Head of Department
6	Human Resource Development
13 - Rank what you perceive to be the reason for the high turnover of employees with scarce skills at your department	
1	Better salary elsewhere
2	Better opportunities for development
3	Poor interpersonal relations
4	Retirement
5	Better work content
14 - Rank from best to least person to be a mentor to a succession plan candidate	
1	More experienced peer
2	Job Holder
3	Supervisor
4	Head of Department
5	External mentor
15 - Rank these challenge in order of most likely to derail succession planning in your department	
1	Insufficient talent pipeline
2	Inability to motivate and retaining key employees
3	Ineffective business practices
4	Unfocused roles and responsibilities across a career plan
5	Limited information about employees
6	Lack of effective company vision and failure to address future needs
7	Inactive periodical succession plan

16 - Rank the influences from most positive to least for succession planning to thrive in your department	
1	Sufficient talent pipeline in the organisation
2	Ability to motivate and retain key employees
3	Effective business practices in the organisation
4	Focusing on roles and responsibilities across a career plan
5	Plenty of information about employees
6	Availability of effective company vision and addressing future needs of the organisation
7	Active periodical succession plan
17 - Rank these according to most detrimental to least for succession planning in your Department	
1	Not attracting and recruiting the potential employees
2	Not rewarding and recognising hard working employees
3	Ineffective leadership and management development
4	Lack staff engagement
5	Ineffective management and performance
6	Lack organisational learning and development
7	Not setting enough budget for human resource development
18 - Rank the following as suggested to be among the determinants to effective Succession Planning in your organisation	
1	Bad Human resource policies
2	No committed management
3	Culture of the organisation
4	Readiness of the organisation
5	Lack of competence of the organisation management
19 - The most effective methods of identifying potential successors	
1	Self-nomination
2	Performance Management and Development System
3	Job Holder
4	Supervisor
5	Head of Department
6	Human Resource Development

Succession planning in the South African Department of Water and Sanitation

Xolani Mdletshe

A research 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

ABSTRACT

Although succession planning and management has been a popular topic in practice for decades, the primary emphasis in the literature has been on the private sector. As a result, when public organisations seek guidance on the practice and implementation of succession management in government departments and public organisations have limited information available with which to compare. Moreover, literature often represents a specific part of succession management. There are relatively few journal articles focusing on succession management as a whole in the South African public sector, and even fewer that focus specifically on the Department of Water and Sanitation. This article attempts to close the gap in the literature by presenting the results of this research. The research was designed to provide insights and visibility to the best possible way to implement succession management in the Department of Water and Sanitation. The research method was quantitative in nature and was collected via survey. A pilot study was done on a small group. The research report found the highly ranked catalyst and inhibitors to succession management. The catalysts were found to be good business practice, motivated employees and adequate talent pipeline. It also found the preferred way to implement succession management in the Department of Water and Sanitation. The research report concludes with summary observations and recommendations for implementing succession management in the Department of Water and Sanitation.

DECLARATION

I, _XOLANI S MDLETSHE___, declare that this research report is my own work except as indicated in the references and acknowledgements. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration in the University of the Witwatersrand, Johannesburg. It has not been submitted before for any degree or examination in this or any other university.

Signature here

Xolani Siyathokoza Mdletshe

Signed at …Pretoria, Sunnyside…….

On the10 day of September 2018

DEDICATION

I dedicate this research report to my Wife Morongwa Mdletshe who supported me for 1027 days of hardship. I also dedicate this report to my son Sibusiso Mdletshe and my unborn child (known as Khal Drogo for now).

ACKNOWLEDGEMENTS

I would like to thank my supervisor Prof Terri Carmichael for her guidance during this difficult period in my life.

I would also like to thank the Department of Water and Sanitation for allowing me to pursue this research on its employees.

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CHAPTER 1. INTRODUCTION

1.1 Purpose of the study

The purpose of this study is to find the best way of implementing succession planning and management in the South African public service within the current policies and bureaucratic systems. It is believed that succession management will contribute to continuous good leadership in the public service possible resulting in better service delivery.

1.2 Context of the study

1.2.1 *Brief history of South African Public Service*

In 1994 the South African political landscape changed dramatically. A new government was voted in which predominantly represented people of colour as opposed to the previous regime which represented mostly Caucasian people (Lodge, 2003). With the newly elected government expected to make radical changes, a high number of baby boomer employees emigrated to other countries (Klusmeyer & Aleinikoff, 2000). This left a vacuum in middle management in a number of organisations, public and private. With many management vacancies the private sector started recruiting from the public sector with a promise of higher wages (Coovadia, Jewkes, Barron, Sanders, & McIntyre, 2009). This further exacerbated the already dire situation. This was felt hardest by the government including provincial departments. What was left was mainly a young inexperienced workforce and an old and ageing workforce (Bernstein, 2014; Burger & Jafta, 2006) and between 1994 and 2003 South Africa lost about 120 000 qualified professionals to emigration (Bernstein, 2014). The elected government of the time could not compete on price for these skills and competencies.

This migration created a knowledge gap also known as the brain drain in what is supposed to be the most active workforce group (Bhorat, Meyer, & Mlatsheni,

2002). The workforce gap was filled by mostly young inexperienced individuals but this did very little for the knowledge gap and the effects are still being felt today (Davids & Esau, 2012).

1.2.2 *The New South African Public Service*

A number of officials have been placed in positions where they did not learn the skills by rising through the levels in public service organisations, some were placed as party patronage to gain favour in some area of society or as payment for loyalty (Ennser-Jedenastik, 2014; Kopecký, Mair, & Spirova, 2012). They don't have the sufficient competencies which are learnt on the job. It takes years to learn the required competencies through practice (Fisher & Scott, 2011). The older Caucasian workers with vast experience do not always mentor the younger black workers in fear of training themselves out of a job (J. Erasmus & Breier, 2009). In 1994 with the new democratic government coming into power, there were suddenly more people who had to be served as opposed to the previous regime which concentrated on delivering services to whites people. More skilled personnel were required than previously employed due to the increase in populace requiring service delivery.

1.2.3 *The Department of Water and Sanitation*

The Department of Water and Sanitation is the custodian of South Africa's water resources. It is primarily responsible for the formulation and implementation of the policy governing this sector. While striving to ensure that all South Africans gain access to clean water and dignified sanitation, DWS also promotes effective and efficient water resources management to ensure sustainable economic social development (Republic of South Africa, 2017b).

DWS is the largest government national department in South Africa on sheer employee numbers (Goldin, 2010). According to the DWS annual report 2015/16 the department had 7 393 permanent employees and 3368 contract employees (Republic of South Africa, 2016c). DWS depends on technical

professionals for its core business and it suffered a heavy blow during the brain drain. It faces similar issues as most government departments with regards to succession planning and management.

1.2.4 *Issues currently plaguing the South African Public Service*

The first issue is that there are fewer employees than required being formally groomed for middle and senior management positions in the public services (Dewah & Mutula, 2016; Funke, Oelofse, Hattingh, Ashton, & Turton, 2007). The lack of suitable candidate for many positions is a challenge for any organisation to achieve its strategic objectives. The issue of lack of mentoring resulted in a vacuum between lower echelons and upper echelons employees (Bhorat et al., 2002), but the issue has improved slightly over the years (Davids & Esau, 2012). The bulk of the work is either shouldered by a few experienced managers causing work overload resulting in burnout or by many low level inexperienced workers leading to delays due to fragmented information (J. Erasmus & Breier, 2009). The lack of experience of this middle structure leads to a disconnection between the hands-on employees and the executive. Furthermore when the current top management retires the organisations are left strategically naked with little continuity.

The second issue is the older more knowledgeable employees are nearing the end of their working age (DeLong, 2004). When the old employees live they take a large amount of information with them. This body of knowledge is not always document or possible to fully document because some knowledge is natured by time (Gwaradzimba & Shumba, 2010; Le Roux, 2001). A number of government departments do not compile lessons learnt reports and those who do, do not always compile them well (Yuen, 2007). These reservoirs of knowledge are then employed in the private sector where the retirement age is not stringently enforced which is supported by the Labour Relations Act section 187(1)(f)(Jensen, 2004). At this stage the public service can tap into these reservoirs of vast knowledge at great cost through consultants and other third parties.

The third issue is the current manager's reluctance to champion the task of succession management (Rothwell, 2015). A number of current managers in the public service do not buy into the idea of training the next generation (Majiros, 2013; Reeves, 2010). Some strongly believe it does not form part of their duties and do not understand the purpose of succession planning (Majiros, 2013; Rothwell, 2010). One of the major sources of this reluctance stems from a fear of job loss (Riege, 2005). A number of these managers have climbed the corporate ladder through years of experience and not necessarily through sufficient qualification. They fear the possibility of training themselves out of a job (J. Erasmus & Breier, 2009). There are however those managers who are willing to train the next generation. They have the passion for it and do so when the opportunity presents itself (Fatoki, 2010). Some managers require incentives to mentor the young labour force (Keating, 2012).

The fourth issue is that some head hunted managers have to learn the new landscape before being effective. Organisational culture in the public service is a major barrier for new managers from the private sector (Parker & Bradley, 2000). The bureaucracy in the public service is normally more intense to prevent or deter corruption (Webb, 2016). For agile managers from the private sector who are used to quick result and fast turnaround time, the rules and procedures of the public service are speed humps on a national route. It takes a while to find systems that work with little hindrance from bureaucratic stronghold of the public service (Lin & Chang, 2009).

The fifth issue is political interference in appointing of high level positions (Kopecký, 2011). All positions from minister to director general are political appointments. According to the South African Constitution the president may appoint Ministers, assign their powers and functions, and may dismiss them (Republic of South Africa, 1996b, p. 49). The president may also appoint any number of Deputy Ministers from among the members of the National Assembly (Republic of South Africa, 1996b, p. 49). Most of these individuals did not grow through the structure and ranks to acquire the required competencies (Kopecký, 2011). Such high ranking positions have a steep learning curve without other external factors coming into play. The other issue with political appointments is

that candidates can be redeployed at any time when there is a need. The changes in positions of power also affect the public service activities with amplifying tremor of organisational instability.

1.3 Problem statement

1.3.1 *Main problem*

Identify preferences for the implementation of effective succession management in the South African public service. Many departments within the public service do not have a constant supply of qualified middle and senior managers within their ranks. This shortage is hampering service delivery, it results in fruitless and wasteful expenditure of funds and causes excessive delays in public service projects and programs.

The public service has initiated mentorship programs to try to solve the problem of constant supply of labour like the Learning Academy (Republic of South Africa, 2017a).

1.4 Significance of the study

The study provides guidance to the South African public service as to the preferred method of implementation of succession management by its employees.

The study may be of value to any manager within the South African government who wants to implement succession management within their respective departments.

As previously stated under "*section 1.2.4"* the current issues facing the South African public service are partly due to a lack of succession planning and management. This study investigated current practices and suggested more effective methods of implementing succession planning. It is believed that upon

implementation of the suggestions in this study, the public service will be able to improve the application of succession planning.

Capable leaders who are from within the department will benefit service delivery through good management, task specific experience and competent decision making. Good management can result in reduction of irregular and wasteful expenditure. This will be indicated through clean audits or unqualified audits. Decrease in expenditure implies value for money and a lowering of the government wage bill.

1.5 Delimitations of the study

The study was performed within the borders of South Africa but also refered to studies done in other countries. It was strictly in the South African Department of Water and Sanitation. More attention was paid to provincial clusters because without their buy-in the lower structures will most likely fail to implement. The study intended to gather information from all branches of the Department of Water and Sanitation but was unable to do so. More attention was paid to the Pretoria head office which leads the rest of the department. The Department of Water and Sanitation is the largest government department by employee numbers (Pietersen, Kanyerere, Levine, Matshini, & Beekman, 2016).

The literature used was from public, private and family organisations. It was not limited to documents about succession planning and succession management. Literature about government structures which impede succession management were considered and those that benefit succession management. The Department of Water and Sanitation structures was examined for their barriers and enablers.

The study did not include Catchment Management Areas (CMA's) and The Trans Caledon Tunnel Authority (TCTA) which form part of the Minister of Water and Sanitation's portfolio because they have a different operating model and are not judged the same way as public service.

1.6 Definition of terms

Succession Plan - Succession planning is the means by which an organisation prepares for and replaces managers, executives and other key employees who leave their positions, and is critically important to the organisation's continued and future success. It includes processes such as how the organisation identifies and recruits successors, how it manages transitions from one executive to another and how it develops successors. Succession planning can also involve identifying "high potential" employees and including them in special training and development for future management roles (Wilkerson, 2002).

Succession Management - the process of identifying key positions within an organisation which are of high importance to the functioning of that organisation and planning for the future as to how best they can be filled with the best or suitable candidate (Huang, 2001).

1.7 Assumptions

- The study assumed that the South African public service has a common understanding off their mandate as state departments.
- The study assumes the possibility of separate succession plans for different branches within departments.
- The study assumed that these plans will be championed by the human resources component of every branch or department.
- The study assumed that the public service wants management continuity in its ranks.

1.8 Research Objectives

This quantitative study seeks to answer these research questions:

1. What is the preferred method of implementing effective succession management in a public sector organisation in the South African government?
2. What are the factors that impede and assist the development of succession management in the South African public sector government departments?

CHAPTER 2. LITERATURE REVIEW

2.1. Introduction

Chapter two of this research presents a review of the literature on succession management globally as well as in the South African Public Service. The review will define themes pertaining to succession. A description of the theory as found in literature on theories and interrelated concepts of succession will ensue. This literature review will highlight the literature around public service succession planning within the South African context. The review will conclude by linking the literature to the research problem and objective. The majority of the literature reviewed was from the 1990s to 2015, and will include citations from both the public and private sectors.

2.2. Background Discussion

Succession Planning has the specific goal of providing a continuous supply of capable replacements for strategic positions. The way succession planning works differs from business to business and from industry to industry. Succession is managed differently in the public service from the private sector and family owned businesses. Furthermore, there are various perspectives on succession planning.

The two dominating perspectives as found in literature are that of succession planning as an event and that of succession planning as a process.

2.2.1. Succession Planning as an Event

This perspective focuses mainly on the small leadership replacement window and does not capture the entire process. This perspective prevails because collecting data for the event is faster in comparison to collecting data on the entire leadership succession process (Berns & Klarner, 2017; Mateso, 2010)

2.2.2. Succession Planning as a Continuous Process

This perspective includes the identification of the most effective candidate and is aimed at ensuring a smooth leadership transition (Biggs, 2004). It requires the assessing of various candidates as well as continuous monitoring of the new leader after appointment. This perspective's premise is that even if leadership successions take place at a swift pace they are still not short term events. Effective Leadership transitions require continuous efficient planning for emergency scenarios (Barnett & Davis, 2008; De Kluyver, 2009; T. H. Kim, 2012).

2.2.3. Causes of Succession

There are many events that may result in leadership succession. Leadership succession may be as a result of a proactive planning for resignation or a unplanned event occurring at short notice, like, performance crises, corporate scandals and unexpected death (Berns & Klarner, 2017; Sambrook, 2005).

According to a labour force survey conducted by Statistic South Africa nearly ten percent of the employed labour force falls within the Baby boomer generation and are facing imminent retirement (Mateso, 2010; Nienaber & Masibigir, 2012; Republic of South Africa, 2016d; Sweeney, 2013). With over 1.4 million workers currently approaching retirement, it will become increasingly important for firms to ensure that the wealth of knowledge invested in this generation is transferred to upcoming generations (Sweeney, 2013).

In the absence of a plan for succession, organisations will be prone to a leadership crisis as a result of recurrent succession events. This crisis might be adversely exacerbated by the testing task of retaining Generation X. According to Nienaber and Masibigir (2012), this generation is known to be born between 1965 and 1981, and constitutes 52% of the South African workforce. They are characterised by their nomadic tendency, as they are inclined to change jobs every four years or so; (Cordeniz, 2002). These factors are relevant to employee turnover which has a negative impact on organisations, thus requiring managers to device means to avoid it due to its disruptive nature (Nienaber & Masibigir, 2012).

A key strategy to managing employee turnover, mitigating disasters and progressively managing retirement is succession planning and management. Succession planning is essential to all types of organisations across industries and sectors (Sweeney, 2013).

2.2.4. Effects of Succession planning:

A survey by Statistics South Africa in 2014 showed that companies who fire their senior management without a planned succession lost an average of 1.8 billion in shareholder value, the same survey showed that top performing company boards had planned senior management succession processes and appointed more senior management from their internal talent pipeline (Republic of South Africa, 2016d).

2.2.4.1. THE COST OF FAILURE TO PLAN FOR LEADERSHIP SUCCESSION INCLUDES BUT IS NOT LIMITED TO:

- Payment of executive search companies to find suitable senior management replacement.
- Costs of emergency board meetings.
- Payment of consultants and lawyers in the event of disruptions which require such professionals.
- Pay the cost of employee uncertainty.
- Pay the cost of time lost and money lost as a result of delayed strategic decision making.
- Payment of the loss of talent and institutional memory housed in a particular leader.(Hollenbeck, DeRue, & Nahrgang, 2015)

2.3. Research Problem: Identify perceptions for effective succession management in the South African public service

This research report only has one main problem with no sub-problems.

2.3.1. Succession Planning

Generally succession planning is considered to be the identification of a successor to replace a predecessor upon the latter's departure (Rothwell, 2005, 2015). Literature indicates a distinction between concepts that are often used interchangeably yet have unique meanings. These are replacement planning, workforce planning, talent management, succession planning, succession management, succession planning and management (Berke, 2005; Sastry, 2013).

2.3.2. Replacement Planning:

This is a frequent occurring concept in literature posited by Berke (2005) the attempt that focuses on the identification of replacements of the key positions, usually at the top two or three levels of an organisation. Its goal is to prevent a crisis in the event of a loss in key personnel (Rothwell, 2005). Succession Planning goes the extra mile by including the development of the organisation's talent.

2.3.3. Workforce Planning:

According to Rothwell (2015) very few organisations actually make use of this concept as it entails the large scale planning of its entire workforce. Most organisations prefer to focus on the top tier of positions in the workplace leadership succession plans. Rothwell (2015) stated that succession planning is not limited to top positions but rather includes all key positions, he iterates that succession planning is about planning for the accurate number of people to meet the organisation's requirements.

2.3.4. Talent Management:

According to Sastry (2013) talent in an organisation denotes the characteristics which are found in existing staff as well as their knowledge, skills and abilities. The talent management is a continuous process of analysing, developing and effectively utilising talent in an organisation to the strategic business required needs of that environment (Pila, Schultz, & Dachapalli, 2016).Hartley (2004) defined talent management as a process of recruiting, on-boarding, and developing, as well as the strategies associated with those activities in organisations. This, however, does not seem to necessarily align the talent to identified possible future positions as is the case with succession planning.

2.3.5. Succession Management:

Berke (2005) describes succession managemenet as an elaborate, integrated, and systematic approach for selecting and developing candidates who demonstrate high potential in order to aid the organisation's endeavours to have a pool of effectively prepared candidates to take up key positions whenever they are vacant. Kim (2012) defines succession planning as the deliberate use of mentoring, coaching and grooming of employees inside the organisation identified as having the potential to advance when vacancies occur at senior executive level. Sambrook (2005) advanced that succession planning is the attempt to plan for the right number and quality of managers and key-skilled employees to cover retirement, death, serious illness or promotion, and any new positions which may be created in future organisation plans.

The study of this succession planning definition reveals the following:

1. Succession planning is about identifying potential in candidates.
2. It involves developing them through various means, including but not limited to mentoring, coaching and grooming.
3. This is done as a strategic contingency to address future vacancies at a management level.

The working definition of succession planning will thus read as shown below. It was constructed from a combination of definitions listed above:

"Succession planning is about identifying potential in candidates as well as identifying key positions. It involves developing them through various means, including but not limited to formal training, mentoring, coaching and grooming. This is done as a strategic contingency to address future vacancies in key positions."

Mateso (2010) highlighted that a fundamental aspect of succession planning is that it is not an event but a process, he further noted that the process is deemed by literature to be proactive and systematic in nature (Y. Kim, 2010; Perrenoud & Sullivan, 2016). Dowell (2002) indicated that the succession planning process should be systematic and repeatable, and intelligently positioned in the organisation's annual cycle of business processes. Barnett and Davis (2008) draw attention to the need for effective succession planning to meet the requirements of the organisation, especially what it needs to carry out its strategy effectively.

Berke (2005) stated that the process of succession planning is aimed at only the top two or three levels of management in the firm and succession management deals with multiple layers of leadership, therefore succession planning is not as proactive and complex as is succession management. He went on to distinguish succession management from succession planning by describing it as an overarching approach to selecting and developing groups of talented candidates that would be able to add value to key vacancies when they occur. The need for sufficient resources and support and commitment was listed as requirements to the success of succession management due to the aspects of recruitment, selection, and retention strategies it involves.

Rothwell (2015) proposes that the process of succession planning should not stand in isolation but rather combined with succession management as it assumes a more dynamic environment associated with the demands of the present day employment relationship. He goes on to define the concept of succession planning as any effort designed to ensure the continued effective

performance of an organisation, division, department, or workgroup by making provision for the development, replacement, and strategic application of key people over time (Rothwell, 2015). This definition recognises that key people can be found in any part of the organisation across its various business functions. As an all-embracing concept, succession planning appears to be a blend of succession planning and succession management. Bryson (2011) describes succession planning as an integrated, systematic approach to identifying, developing and retaining employees in line with current and projected business objectives. The guide explains that although succession planning is about developing the talent pool for key positions and assists employees to gain the skills and competencies they will require in order to compete for those positions when they become vacant, it is not a guarantee for promotion but rather an enabler for career development in individual candidates.

2.3.6. Succession Types:

A study of literature indicated that there are numerous leadership succession types. This includes succession types based on nature of successor initiation, successor origin types, circumstances around the predecessor departure and successor's prospective tenure (Pfeffer & Salancik, 1977; Vancil, 1987; Zhang & Rajagopalan, 2004).

2.3.6.1. Succession types based on nature of successor initiation:

This includes relay succession and horse race succession types. In a relay leadership succession there is a period of grooming the successor in preparation for the succession. This successor is often dubbed "heir apparent", and is usually from within the firm (Zhang & Rajagopalan, 2004). This candidate gradually progresses through various levels of management until they reach the highest echelon.

Zhang and Rajagopalan (2004) are of the view that relay CEO succession is less likely in an unstable environment, whereas Pfeffer & Salancik (1977) posit that the higher the industry competition, the greater the likelihood that of an internally groomed candidate.

Alternatively a competitive environment may be established for the identification of a successor. This context is often referred to as a horse race (Vancil, 1987). The horse race scenario includes candidates (usually) from within the organisations that compete against each other for the position of successor. The horse race serves as a platform to evaluate potential successor's suitability for the leadership position. This successor selection approach is however a risky one, due to the risk the organisation faces when it loses those key executives who were not selected (Biggs, 2004).

2.3.6.2. Succession types based on successor origin:

Successors can originate from within the firm or from outside, equally they can originate from the same industry or from a different industry.

Internal Candidate Selection

A dominating view is that successors who originate from inside the firm are at an advantage due to their accumulated institutional memory, social connections and organisational and industry specific skills and knowledge Connelly et al (2016)

Cannella & Lubatkin (1993)as well as Guthrie & Deepak (1997) attributed the appointment of an internal successor to excellent pre-succession performance of the organisation, whereas the selection of an external candidate was deemed more likely under poor pre-succession organisational performance.

Berns & Klarner (2017) and Finkelsten et al (2009), posit that an organisation's size and structure are influencers of succession. Their view is that due to the higher mandatory retirements found in larger firms, as a result of bureaucracy, a higher succession rate ensues. However, due to the larger firm's larger pool of internal succession candidates, the likelihood that an internal candidate will be selected is high (Berns & Klarner, 2017).

External Candidate Selection

Researchers have also highlighted the impact of the industry the successor comes from, for instance, an outside-industry candidate will possess universal

skills, whereas an inside-industry candidate has specific industry skills especially knowledge gained during their tenure at other firms.

Pfeffer & Salancik (1977) posit that the probability that an intra-industry successor will be selected increases during rapid technology change, as this environment requires a successor who is familiar with the relevant industry.

Agrawal, Knoeber & Tsoulouhas (2006) advanced that in homogenous industries, externally sourced successors are more probable than inside succession due to the external candidate's varied knowledge of production technologies.

It is further suggested by Schwartz & Menon (1985), that as compared to internal successor selection, external successor selection, is positively associated with firms marked by financial challenges as such circumstances require external expertise and less commitment to the status quo.

2.3.6.3. Succession types based on circumstances around the predecessor departure:

Studies have shown the variance between followers and contenders. Followers are seen as those inside successors who follow a retired predecessor or one who has left the organisation voluntarily. Conversely contenders are those inside successors who follow a dismissed predecessor or one who has left the organisation involuntarily. Cannella & Shen (2001) advanced that follower successors have a limited ability to initiate strategic change as opposed to contender successors who have already established their ability to initiate strategic change through the power battles won against their predecessors.

2.3.6.4. Succession types based on successor's prospective tenure:

Successors can be appointed permanently, on performance based contract or in the interim (acting positions). Interim successions have been linked to lower company performance (Ballinger & Marcel, 2010). This succession type is prevalent in times of uncertainty (Mooney, Semadeni, & Kesner, 2017).

2.4. Succession Planning in the Public Service

The quality of human capital as a production input, is a significant contributing factor in the capability of the State to carry out its mandate of service delivery (Republic of South Africa, 2010). The progressive future of the public sector, however, is reliant on the ability of the present day management to ensure stability and continuity through regular identification of talent from within the public service and the constant development of that talent (Mateso, 2010).

The notion of succession planning is an increasingly common field of study in the private sector the same does not hold true for the public sector (Wilkerson, 2007). According to Kesner and Sebora (1994) of the studies of succession planning conducted between 1980 and 1993, approximately 4% involved the public sector. Reeves (2010) states that the concept is foreign in the public service particularly in those agencies guided by merit systems in personnel recruitment, selection, and promotion. Literature presents a variety of reasons for the continued scarcity of succession planning as a concept for practice in the public sector.

2.4.1. The Public Sector Legislative Framework Impact on Succession Planning:

Reeves (2010) posits that some public sector organisations, such as those with a rank promotion structure, will present environments for programs such as succession planning. However with the exception of those paramilitary organisations succession planning in other public sector units is rare and unlikely due to the legislation and government policy that serve as impediments civil servants, even if they are managers, from giving preferential treatment or developing a subordinate employee as the ‘‘heir apparent’’ to a high-level job (Reeves, 2010).

Rothwell (2015) advises that those who are in charge of developing Succession Management and Planning programmes in the institution are to seek legal advice once agreement on the programs goals and objectives have been reached. He further advices that organisations are to avoid perception of employment discrimination as a result of such programmes.

Although every organisation has the leeway to adapt the succession planning methodology to it business needs, Michelson (2006) recommends that consideration be given to politics, union issues, resources and community concerns. To counteract the effects of legislative impediments, Wilkerson (2007) proposes the use of talent pools to develop identified high potential candidates who will compete for the vacant post when the time arrives, with the belief that this will reduce the problems that arise as a result of entitlement. He further states that the talent pool will have the further benefit of not only improving candidates skills and competencies but that it will also lead to an improvement in the organisational performance.

2.4.2. The Public Sector Fiscal Framework Impact on Succession Planning:

According to Jarrell and Pewitt (2007), the public services has been accosted by various challenges including economic, social, and demographic issues, such as globalisation, outsourcing, downsizing, moratorium recruitment, budget cuts, aging population, and decreased size of the subsequent generation. These challenges as well as the residual effect of the recent recession mean that organisational priorities compete vigorously for the allocation of funds. Reeves (2010) advanced that it is increasingly difficult for public sector organisation to promote succession planning programmes in the midst of the financial constraints that have employers encouraging workers to take early retirements, suspension of recruitment, and eradication of training due to cost containment. He indicates these factors as the reason behind the diminishing prospects of succession planning in the state and local government. Perlman (2010) suggests that retirement programs are required that employ incentives to persuade workers who wish to exit the public sector to assist in the identification and mentoring of candidates before they retire. Nieuwenhuizen (2009) however, indicates the availability of talent in the public sector will continue to be a challenge as financial rewards are generally lower than in the private sector. Perlman (2010) advices that in order to deal with these barriers policy makers

should find ways to formulate the necessary policy rules and adaptations for effective succession planning.

According to (Pynes, 2004) another reason why workforce succession planning is neglected in the public service is due to the need for training of human resource professionals and not all public organisation are willing to invest the time and money in training nor are they willing to support the efforts of their HRM professionals in the change process. This does little to mitigate what is termed the "war of talent" as employees who value training and career development are likely to be poached by either the competing departments within the public sector who have the means to provide what that employee values, or the private sector.

2.4.3. Public Sector Political Administration Impact on Succession Planning:

According to Schall (1997) succession planning, is seldom used by the public sector due to the fact the executive authority's deployment is normally linked to a specific administration or political party, or they think succession issues are not part of their work range or they lack information (Jarrell & Pewitt, 2007).

Some political deployees have devised means to keep their posts beyond the tenure of an administration by getting support from the business community or from opposition parties. Others have entrenched themselves within the department or agency such that they have overwhelming support. Some accounting officers have won national recognition for their work and as such dismissing them is perceived to be a political risk (Schall, 1997; Teodoro, 2013).

The length of stay of the department's executive authority is critical as succession planning in an organisation relies on the commitment of top management and with a high turnover of management it will be increasingly difficult to implement a succession management programme.

Executive Authority's tenure is also important due their reporting responsibility. Jarrell and Pewitt (2007) proposes the use of continuous evaluation and feedback to improve the plans of the organisation as wells as to gauge the benefit that succession planning brings to the organisation and the community.

They indicate that this can be done by formalising and creating a systematic succession planning evaluation mechanism that will provide decision makers with the practical information on the organisational return of investment.

Jarrell and Pewitt (2007) note that department's executive authority can insulate themselves from the issues arising from politics by using external consultants to supply objective assistance in initiating succession planning.

2.5. Succession Planning in the South African Public Service

A review of the literature found that not much has been documented with regards to succession management in the South African Public Service and that most government departments do not have a succession management in place (L. Erasmus, 2009; Kock & Burke, 2008; Kraai, 2015; Pila et al., 2016; Republic of South Africa, 2007a, 2008, 2010).

This portion of the review however studied the available literature to assess the content of existing literature as foundation for succession planning in the South African public service.

The highest authority in the Republic of South Africa is the Constitution. It is the supreme law of the country. Legislation, Policies and regulations in the country must be in line with the constitution. The Constitution of South Africa makes stipulates that Public Administration has to be oriented towards development and must be representative of the South African people and accountable (Teuteberg, 2015). It goes on to state that human resource management practices such as employment and personnel management should be based on ability, objectivity, fairness, and the need to redress the imbalances of the past to achieve broad representation (Republic of South Africa, 1996a).

This informs that when attempting to create, or improve, or implement on succession planning practices which are embedded in employment and employee management practices one has to take into consideration development as a key focus area, diversity and representativeness dynamics, competence as well as fairness and objectivity.

This provision in the Constitution allows for the working definition of succession planning. However the stipulations in the Constitution indicate that the definition in the South African context would then include the outstanding prescriptive concepts and would read as follows:

Succession planning is about fairly and objectively identifying potential candidates, who are broadly representative of the nation's diverse population, as well as identifying key positions and the competencies required for those positions. It involves developing them through various means, including but not limited to formal training, mentoring, coaching and grooming. This is done as a strategic contingency to address future vacancies in key positions.

The Department of Public Service and Administration (DPSA) as the South African Public Service custodian for employment practice, acknowledges the importance of the theoretical concept of succession planning in the public sector, not only as a retention strategy but also as a vehicle for the strategic development of leadership potential in its public servants (Republic of South Africa, 2002, 2006a, 2006b).

Various reports on human resource management practices in the public sector as published by the Public Service Commission (PSC) indicate the vast absence of the implementation of succession planning as an instrument for human resource management (Republic of South Africa, 2007a, 2008, 2010, 2015, 2016a).

According to Kock and Burke (2008), there is a need for departments within the public service to find creative methods to supply their technical and leadership pipelines. The Succession planning process is one of the methods that may assist the public service not only to hold on to their scarce skills categories but also to build new capabilities within the institution. Below we explore the literature on the phases in the succession planning process.

2.5.1. Identifying Potential Candidates:

Blunt (2002) advanced that raising the future generation of public sector leaders will most likely be the most crucial responsibility of management. In order to grow future leaders though, potential candidates need to be identified.

According to Lynn (2001) public sector leadership is primarily based on "open competition, merit, and competitive testing mechanisms or seniority", with the additional collective bargaining dimension impacting selection and subsequent appointment.

The White Paper on Human Resource Management in the Public Service espouses in its vision espouse the need for a diverse and competent public service (Republic of South Africa, 2007b). It goes on to stipulate the use of competition as means for selection. This means that every candidate who meets the requirements should get a chance to compete for that position. This serves as a guide that in determining which candidates are to be selected for development the organisation has to use diversity and employment equity as well as competency as determining variables. It further indicates that seniority will not be a factor in promotion considerations.

With regard to diversity Kock and Burke (2008) indicate that in selecting candidates for managerial positions black representation has grown, however the leadership crisis in South Africa is further exacerbated by Cabinet's challenge to make certain that 50% of the senior management service posts are occupied by women. Thus female representation can be achieved by identifying more female candidates with technical competencies and leadership potential to be part of the succession candidate pool.

The issue of talent assessment in the public service has sparked controversial debate due to the perceived racial bias associated with psychometric tests resulting in their abandonment (Kock & Burke, 2008). This is compounded by the performance management dynamic as a potential evaluation tool, it seems that the practical application is missing and that it is primarily used as a tool to allocate financial remuneration.

Workplace skills forums are proposed Kock and Burke (2008) as a means to corroborate, endorse, and track the advancement of talent and need to include senior managers.

2.5.2. Identifying Key Positions:

In the aftermath of the post-apartheid "brain drain", the South African public service has identified senior management and high level professional positions as most essential to the government's service delivery mandate (Chelechele, 2009; Gwaradzimba & Shumba, 2010; Republic of South Africa, 2003, 2010, 2016a).

There have been interventions aimed at curbing the brain mobility one of which has been the introduction of improved service conditions as contained in collective bargaining agreements and the Senior Management Service Handbook(Kock & Burke, 2008; Republic of South Africa, 2003, 2006a). However despite these interventions reports indicate that the senior management service and scarce skills professionals posts continue to have the greatest mobility with negligible statistics in the vacancy rate between 2006 and 2010 (Kock & Burke, 2008; Republic of South Africa, 2010). The reason most often cited, as the cause of mobility is that of better positions. This is a cause for concern due to the strategic nature of these positions.

According to Republic of South Africa (2010) the retention tools that were used included monetary incentives (bonuses and bursaries), external conferences and seminars as well as managerial training, however the narrow improvement of retention strategies and policies implies that the importance of effective retention tools and strategies for addressing mobility has not been fully realised.

Succession planning could prove to be a solution to the challenge of skills flight as it aids in the career planning of employees as it focuses on the future (Kock & Burke, 2008).

With regards to the highest administrative posts in each department succession planning obstacles include the contractual nature of the position (Republic of

South Africa, 2008). This is a hindrance for serving officials as they would most likely have to give up security of tenure should they be selected for the post. Career public servants feel disadvantaged and suggest that the system discourages the growth trajectory of internal candidates. This is compounded by the possibility that deployments would be affected by the change in political leadership.

Although nothing prevents candidates being developed toward head of department (HOD) posts (Director General or Deputy Director General), however it must be noted that candidates for these positions can only be recommended by the Minister (for national departments) or MEC (for provincial departments) for appointment by the President (for national departments) or the Premier (for provincial departments) (Republic of South Africa, 2016a).

2.5.3. Developing Identified Candidates:

The Republic of South Africa (2007a) posits that the centre of any human resource management practice is the development of people to attain the next level. It states that too much consideration is fixed on roping new talent into the organisation, rather than building talent, which is fundamental to the future of public service. In order to build leadership capabilities, dynamic leadership development interventions are needed at the various levels of government and need take steps towards effective succession planning.

Reeves (2010) explains that due to the economic recession resulting in austerity measures some governments put formal mentoring programmes on hold. Most of these austerity measures were never lifted. He proposes that in that the absence of formal programmes a viable option in the short run is to encourage the development of knowledge, skills and abilities in the selected candidates. In South Africa, these austerity measures were tightened (Republic of South Africa, 2016b).

However according to Republic of South Africa (2010), over half all departments have institutionalised mentoring and coaching interventions. It did emphasise

however that despite this succession planning was still inadequate especially with regards to progressing employees from designated groups in terms of specific leadership and management development interventions.

The use of formal and informal mentoring relationship is promoted by Van Dijk (2008) as it entails the establishment of a resourceful mentor pool from which high-potential candidates can draw advice and years of institutional memory. The benefit to the public service is advanced capabilities in candidates and retention of corporate knowledge transferred from mentor to protégé.

The idea of employee development is iterated in Department of Public Service and Administration's Guide to Retention which says that employee development should put emphasis on "life-long learning, personal development and capacity building"(Republic of South Africa, 2006a, p. 38). This is a mechanism to bridge the skills gap in the public sector workforce. Kock and Burke (2008) recognise the Public Administration Leadership and Management Academy (now National School of Government) as an answer to the developmental requirements of the Public Services that will create, augment, and renew the core competencies of public servants, including high potential candidates identified for succession planning.

2.5.4. Future Vacancies

According to Republic of South Africa (2008) literature focuses predominantly on the causes of turnover . The premise according to literature is that turnover is costly and should be avoided. However Republic of South Africa (2008) alludes to the possibility that turnover is not only negative and that it has probable positive attributes in that it can diminish complacency, stimulate change and innovation and ease the displacement of poor performers. This does not however, eliminate the likelihood that a high rate of turnover will negatively affect productivity and in turn service delivery, as well as cause the loss of institutional memory(Republic of South Africa, 2010).

The loss of staff is also the loss of skills transferred to them, the time taken to train and develop them, the cost and process of recruitment as well as the time

it will take the replacement official to adjust to the new environment and task associated with the job.

Although the Senior Management Service Handbook provides clear and concise on employment of senior management service and some scarce skills professionals it does not however address the issue of succession planning as an instrument to fill strategic vacancies, it does however allow for the use of head hunting (Republic of South Africa, 2003). This could possibly be incorporated into the succession planning dynamic by head hunting those selected and developed high potentials to compete for the relevant post.

A study conducted by the PSC found that the duration of vacancies in the public sector were particularly long(Republic of South Africa, 2015). Respondents on lower levels claimed that they were overlooked for senior positions. They stated furthermore that sometimes agencies were used to shortlist candidates and that this system advantaged external candidates over internal candidates. The study further found that the number of grievances had increased with regards to appointment processes. The reasons cited were inconsistency regarding promotions and appointments, discriminatory practices, nepotism and favouritism. Another common cause for grievance was that the system is perceived to promote or appoint cadres and relatives into senior positions. Respondents also expressed that placing politicians into management positions obstructs the upward movement of commendable employees. Lastly respondents indicated that employment equity and affirmative action practices are not practiced as they should be and that people with disability are not given a chance (Republic of South Africa, 2015). These perceptions indicate the need for the implementation of fair and transparent career progression and succession planning.

The office of the HOD is riddled with its own challenges as a PSC study informs(Republic of South Africa, 2008). The report indicates that whenever a vacancy is filled in the HOD position, the new HOD establishes new tactics and the progress made by the previous HOD is not leveraged, this is worsened by the fact that the new HOD can sometimes not account for the activities that took place in the preceding period.

According to Republic of South Africa (2008), only a small number of departments have indicated that they have a system in place to ensure a good transition between HOD's. Some HOD's have pointed out that in the duration of their tenure they make sure that a new leadership is developed to materialise from within the institution. They admit however that succession planning is mostly informal and have suggested that succession planning needs to be formalised to make certain that there is always a pool of possible internal candidates should the position become vacant.

2.6. Summary of Literature Review

This chapter has presented a review of current and old literature on succession planning, it has provided insight in to the theory that explains the dynamics of succession planning in the public sector in general and South Africa in particular. Concepts related to the succession planning process were identified and distinguished for clarity. A large amount of content was sourced from government document which helped frame the research in the South African context.

A working definition of succession planning that will be utilised in this study was drawn from the literature. The succession planning process was described using theory from literature. Also, the review discussed several themes related to succession processes, including the South African legislative framework and its effect on succession planning, as well as, the South African fiscal issues surrounding the implementation of succession planning and the impact of the South African political administration on succession planning.

Presentations of the literature surrounding the benefits of effective succession planning were put forward as well as views on the challenges around the effective implementation of succession planning in the South African public sector. This review found emphasis in the literature on the small number of studies on public sector succession planning as compared to the private sector. The review also found a prominence of literature highlighting the deficiency of documentation regarding the formalised public sector succession planning.

The inference from literature on the public sector is that there is a need for the establishment and formalisation of succession planning policies and procedures in the South African public service as well as a need for the improvement of existing succession planning practices. Furthermore research should be stimulated in this field to increase the spectrum of knowledge.

2.7. Research Questions:

The purpose of this quantitative study is to establish the employee preferred method of the implementation and effectiveness of succession management in the South African Department of Water and Sanitation.

Research Questions:

This quantitative study seeks to answer these research questions:

1. What is the preferred method of implementing effective succession management in a public sector organisation in the South African government?

2. What are the factors that impede and assist the development of succession management in the South African public sector government departments?

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CHAPTER 3. RESEARCH METHODOLOGY

This research was conducted using quantitative methodology. Employees of the Department of Water and Sanitation from all levels were surveyed on their branch's' or Chief Directorate's succession plan or strategy and how best that plan can be implemented. The questions were concisely focused on the Department of Water and Sanitation and not the employee. On top of the Department of Water and Sanitation's existing succession plans the employees were asked about their preferences of how the succession plans should be implemented. The focus was more on the Department of Water and Sanitation than succession planning in general. It is conceivable that employees from different Chief Directorates may perceive succession planning differently due to the work they do and the size of each Chief Directorate while the succession management plan applies to the whole of the department.

3.1 Research methodology

The research questions were designed for a quantitative method approach. The study measured preferences and did not require a time based study because it was descriptive in nature. Quantitative research is concerned with measuring numerical data. Qualitative is concerned with understanding the experiences and attitudes of individuals (Golafshani, 2003). Preferences can be better captured by a qualitative study but this study quantified those preferences. Qualitative is aimed at answering the question what, how or why rather than quantitative which answers how much, or how many (Bricki & Green, 2007).

3.2 Research Design

A number of the Department of Water and Sanitation employees were given an electronic survey via email.

E-mail surveys are reasonable easy to setup and manage (Blanzieri & Bryl, 2008). The Department of Water and Sanitation head office is in Pretoria and the regional offices are in every province of the country. Email surveys made

the research cost effective as they did not need the researcher to drive to the respondents. Email surveys can reduce geographical bias because the researcher can reach respondents of the selected population with ease (Johnson & Wislar, 2012).

Unfortunately email surveys are more likely to be ignored than other forms of data collection, namely interviews (McPeake, Bateson, & O'Neill, 2014). Surveys with closed-ended questions may have a lower validity than other questions in a qualitative study (Heale & Twycross, 2015). Non response to certain questions may cause a bias when those who feel negatively about the question choose to respond and those who feel positively about the question choose not to respond or vice versa (Studer et al., 2013). Email surveys also have the disadvantage of only being able to be used on respondents with computer, emails, smart phone who are computer literate.

3.3 Population and sample

3.3.1 *Population*

The population for this research is the Department of Water and Sanitation in South Africa. This included all the branches and the extension of their arms the regional offices and clusters

3.3.2 *Sample and sampling method*

The Department of Water and Sanitation has five branches: National Water Resource Infrastructure, Policy and Regulation, Regions, International Relations and Cooperation, and Corporate Services. The survey was sent to their respective human resources departments and their knowledge management champions to distribute. The knowledge management champions distributed to 10, 10 and 5 employees between levels 1 and 7, 8 and 12 and 13 upwards respectively. Levels 1 to 7 is junior, 8 to 12 is senior and 13 upwards is management.

CMA's, Proto CMA's and TCTA were excluded as they are not bound by the same rules of engagement as the Department of Water and Sanitation.

3.4 The research instrument

A quantitative questionnaire was used as the research instrument of choice. The questionnaire asked scenario question of realistic trade-offs and judged the preference of the respondent based on their choice. By asking scenario based questions as opposed to asking directly about attributes, you get much more reliable data. Its separates products or preferences by levels of attributes and their trade-offs. The advantages of this questionnaire like conjoint are that they mimic the real world so the results are more likely to be representative than not and they can be used with very small sample sizes (Marshall et al., 2010).

3.5 Procedure for data collection

A qualtrics survey link was sent via email. The data was automatically sent to the researcher after the respondents had completed the survey. The researcher personally emailed all the knowledge champions and HR personnel the request letter, instructions and survey link before the start of the survey. The survey used the Hierarchical Bayes analysis (Snow, Mann, Page, Nash, & Labs, 2012).

3.6 Data analysis and interpretation

Qualtrics used regression analysis to analyse the data. Pivot tables were also used to get graphical representation of the results. The questionnaire used the Hierarchical Bayes analysis and was be interpreted as such.

3.7 Limitations of the study

- Only employees with computer and valid emails were able to participate
- The study could only confirm the preferred method of applying succession management and not develop new knowledge.

- While the Department of Water and Sanitation is one department, there are distinct differences amongst branches. The study cannot be able to tailor the succession management plans to each individual branch but give a general representation of the whole department.
- Respondents must be computer literate.

3.8 Validity and reliability

3.8.1 *External validity*

External validity is concerned with being able to generalise or extrapolate the results (DePoy & Gitlin, 2015). The respondents were meant to be from all branches and from all three tiers of the department.

3.8.2 *Internal validity*

Validity determines whether the research truly measures that which it was intended to measure or how truthful the research results are (Golafshani, 2003, p. 5). A pilot study was done on a single section within the National Water Resource Infrastructure (NWRI) branch in the Department of Water and Sanitation. The study determined whether the respondents understand the question and whether more options need to be added to scales. No additions were necessary after the pilot. Questions did arise during the study about qualtrics the research instrument and not the content. The debrief interview with the respondent revealed that the questions were understood as intended. The debrief interview was done telephonically on a one on one setting.

3.8.3 *Reliability*

The pilot study ensured that the respondents understood the question thereby responding appropriately. A ranking analysis is easy to understand. There was a slight difference in the results of the small group as compared to the full survey. It is believed that this was as a result of the different job natures. There was no way of checking if the respondents from the pilot study answered the

same in the full survey because the respondent were not required to supply any identifying information.

3.9 Demographic profile of respondents

Table 3. 1: Demographic Results

Branch			5 - Years of Experience			4 - Level	
NWRI	75.36%		0 - 5	10.00%		1 - 7	25.71%
Policy and Regulation	7.25%		6 - 10	44.29%		8 - 12	71.43%
Regions	17.39%		11 - 19	22.86%		13 - 17	2.86%
International Relations	0.00%		20 - 30	10.00%			
Corporate Services	0.00%		30 - Above	12.86%			
3 - Age group			1 - Gender			2 - Type of employment	
0 - 19	0.00%		Male	64.29%		Project Based	0.00%
20 - 29	7.14%		Female	35.71%		Contract	41.43%
30 - 39	45.71%					Permanent	58.57%
40 - 49	30.00%						
50 - Above	17.14%						

The survey was responded to by 88 respondents. A minimum 95 respondents was the desired number. Out of the 88 respondents only 38 completed every question on the survey. This is less than 50% which means that the results are not generalisable.

There were 64% male respondents while 36% were female. The researcher had no preference of gender but need to know that the research was a bipartisan view. Years of experience and levels were as expected.

The employment type had 41% on contract and 59% permanent respondents. No project based employees answered the survey. This is due to lack of access to emails. This was to be expected.

Corporate services had 0% respondents for the survey. Corporate services is responsible for hiring of employees. It was expected that the majority of the respondents would be from this branch as they are the champions of human resources policies.

CHAPTER 4. PRESENTATION OF RESULTS

4.1 Introduction

The results are presented in stages of succession management with the content that surrounds the topic, namely catalysts and inhibiters.

4.2 Results

Table 4.1: Formal Succession Management

1 - Rank the following definitions based on best explanation		
1	Succession planning is a proactive attempt to ensure that leadership in an institution will be continuous by identifying how these positions will be filled as both planned and unplanned departures occur	32.4%
4	Succession planning is a process for identifying and developing new leaders, who can replace old leaders when they leave, retire or die. In dictatorships, it aims for continuity of leadership, preventing a chaotic power struggle by preventing a power vacuum	24.9%
2	Succession planning is traditionally a strategic change effort designed to prepare for promotion within an institution by emphasising internal talent development	24.3%
3	Succession planning is a valuable management tool for creating a plan to move high potential people into the higher levels of the organisation	18.4%
	Total	100%
2 - Rank by most importance benefits of a formal succession plan		
3	Preserve knowledge transfer and institutional memory	32.7%
2	Facilitate employee development	27.1%
1	Improve employee commitment and retention	25.9%
4	Reducing turnover of managers with scarce skills	14.3%
	Total	100%
3 - Rank by most important purpose of succession planning		
1	To easily identify replacements to fill key positions	27.3%
3	To achieve strategic goals	26.8%
2	To develop employees	25.4%
4	To retain organisational talent	20.5%
	Total	100%
4 - Rank by your expectation of a succession planning		
2	To map out the development of further knowledge, skills and abilities	31.4%
3	To prepare staff for advancement or promotion into more challenging roles	25.4%
1	To highlight current skills and accomplishments	24.3%
4	To develop employees to reach their potential	18.9%
	Total	100%

6 - Rank these in order of importance for succession planning to be successful in your department		
1	Identifying the long-term vision and direction	34.6%
2	Analysing future requirements for programs and services using data already collected	27.8%
3	Connecting succession planning to the values of the organisation	23.8%
4	Connecting succession planning to the needs and interests of senior leaders.	13.8%
	Total	100%

The above table shows the preferences of the candidates with regards to formal way of implementing succession planning.

Table 4.2 : Identifying Needs

7 - Rank these in order of importance for analysing the needs for succession planning to be successful in your department		
1	Identifying core competencies and technical competency requirements	27.0%
3	Determining talents needed for the long term	19.8%
2	Determining current supply and anticipated demand	19.8%
4	Identifying "real" continuity issues	17.2%
5	Developing a business plan based on long-term talent needs, not on position replacement.	16.2%
	Total	100%

9 - Rank these in order of importance for identifying talent for succession planning to be successful in your department		
3	Assessing competency and skill levels of current workforce, using assessment instrument(s)	26.5%
2	Identifying talent with critical competencies from multiple levels early in careers and often	26.3%
1	Using pools of candidates vs. development of positions	22.5%
4	Using 360° feedback for development purposes	15.1%
5	Analysing external sources of talent.	9.5%
	Total	100%

19 - The most effective methods of identifying potential successors		
2	Performance Management and Development System	22.3%
4	Supervisor	18.9%
1	Self-nomination	17.6%
3	Job Holder	17.1%
5	Head of Department	14.1%
6	Human Resource Development	10.0%
	Total	100%

The above table shows how the candidates prefer for needs of an organisation should be prioritised.

Table 4.3: Recruiting

8 - Rank in order of most effective to least for recruiting for succession planning		
3	Recruit from within the department	29.9%
2	Recruit from Tertiary	20.5%
4	Recruit from other public organisations	19.5%
5	Recruit from private organisations	15.3%
1	Recruit from high school	14.8%
	Total	100%
13 - Rank what you perceive to be the reason for the high turnover of employees with scarce skills at your department		
2	Better opportunities for development	25.8%
1	Better salary elsewhere	25.4%
3	Poor interpersonal relations	19.6%
5	Better work content	14.6%
4	Retirement	14.6%
	Total	100%

The above table shows the preferred recruiting method and why the candidates believe employees live the Department of Water and Sanitation.

Table 4.4 : Training

11 - Rank according to most effective to least in developing employees.		
3	Coaching and Mentoring	26.7%
1	Job rotation	21.4%
4	Internal training	20.4%
2	Job enrichment	18.2%
5	External training	13.3%
	Total	100%
12 - Rank the best way to identify training for succession planning pool of candidate		
2	Performance Management and Development System	23.7%
1	Self-nomination	18.4%
4	Supervisor	18.1%
3	Job Holder	16.2%
6	Human Resource Development	12.4%
5	Head of Department	11.2%
	Total	100%

14 - Rank from best to least person to be a mentor to a succession plan candidate		
3	Supervisor	25.80%
2	Job Holder	23.80%
1	More experienced peer	20.90%
4	Head of Department	16.50%
5	External mentor	13.00%
	Total	100%

The above table shows the preferred method of training and developing employees.

Table 4.5 : Assessing

5 - Rank the following according to most effective method in assessing developmental needs		
1	Self-assessments	28.9%
2	Performance Evaluation Ratings	28.4%
4	Interviews	21.6%
3	360-Degree Feedback	21.1%
	Total	100%
10 - Rank in order of best means to select candidates		
2	Experience	30.6%
3	Potential	20.5%
5	Past accomplishment	19.8%
1	Study results	17.7%
4	Internal exam	11.4%
	Total	100%

The above table shows the preferred method of assessing employee readiness for the next level and what criteria should be used to select developing employees.

Table 4. 6 : Catalysts and inhibitors

15 - Rank these challenge in order of most likely to derail succession planning in your department		
2	Inability to motivate and retaining key employees	17.8%
3	Ineffective business practices	17.0%
1	Insufficient talent pipeline	16.3%
6	Lack of effective company vision and failure to address future needs	16.0%
4	Unfocused roles and responsibilities across a career plan	13.2%
7	Inactive periodical succession plan	10.6%
5	Limited information about employees	9.1%
	Total	100%
16 - Rank the influences from most positive to least for succession planning to thrive in your department		
2	Ability to motivate and retain key employees	19.3%
3	Effective business practices in the organisation	16.2%
1	Sufficient talent pipeline in the organisation	15.7%
6	Availability of effective company vision and addressing future needs of the organisation	15.5%
4	Focusing on roles and responsibilities across a career plan	12.9%
7	Active periodical succession plan	11.7%
5	Plenty of information about employees	8.7%
	Total	100%
17 - Rank these according to most detrimental to least for succession planning in your Department		
3	Ineffective leadership and management development	19.6%
2	Not rewarding and recognising hard working employees	18.2%
1	Not attracting and recruiting the potential employees	16.8%
5	Ineffective management and performance	13.3%
4	Lack staff engagement	13.2%
6	Lack organisational learning and development	10.8%
7	Not setting enough budget for human resource development	8.1%
	Total	100%
18 - Rank the following as suggested to be among the determinants to effective Succession Planning in your organisation		
2	No committed management	23.8%
1	Bad Human resource policies	23.4%
5	Lack of competence of the organisation management	20.3%
3	Culture of the organisation	17.5%
4	Readiness of the organisation	15.0%
	Total	100%

This table shows what the employees believe to be the precipitating and preventing conditions for succession planning to function optimally

CHAPTER 5. DISCUSSION OF THE RESULTS

5.1 Introduction

The results are expressed in three stages. The first is the general expectation of formal succession management, the second is the process of succession management and the third is the conditions that accelerate or inhibit succession management.

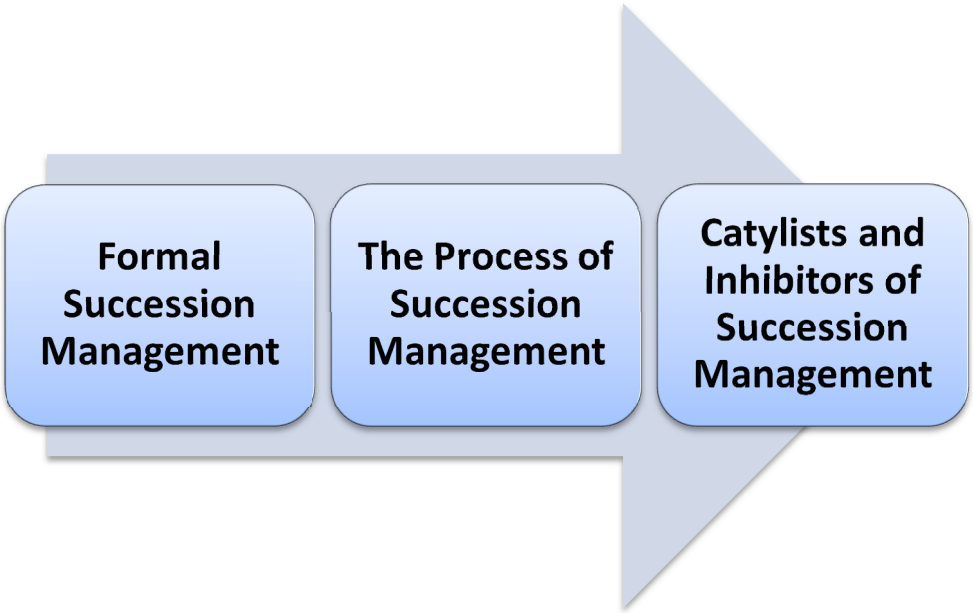


Figure 1: Succession Management Result Stages

5.2 Formal Succession Management

The widely accepted definition of Succession Planning by the respondents was as follows:

“Succession Management is a proactive attempt to ensure that leadership in an institution will be continuous by identifying how these positions will be filled as both planned and unplanned departures occur” This statement is similar to statement made by Tetteh (2015) with regards to unplanned departures. Cole and Harbour (2015) Agrees with this statement but goes a step further in say succession management does not have to be formal

The results suggest the need for long term planning for vital positions in an organisation. It also talks to this process as being continuous for every eventuality. While Chakraborty and Saha (2017) disagree with “every eventuality” they do concur that succession management should be concerned with long term planning. Alvani, Souteh, Jandaghi and Inaloo (2016) Relate to succession being continuous and advocates for it as being advantageous. The respondents’ answers are in agreement with current literature.

Based on the results formal succession planning should be concerned with the development of further knowledge, skill and abilities in a long term vision and direction so as to easily identify replacements to fill key positions and preserve knowledge transfer and institutional memory. But Paroutis, Franco and Papadopoulos (2015) disagree with this statement, they imply that further knowledge, skills and abilities are tools which the successor should acquire prior to succeeding the predecessor and not the end goal. Cappeli and Keller (2017) agree with the statement in its entirety and further state that succession management is a process not a project. This implies that succession management is not the end result but all activities that preceded it, and that it is ongoing. Projects have a beginning, a middle and an end; succession planning is considered not to have an end

Current literature is in support of the choices made by the respondents with regards to formal succession management. There is a disagreement about looking at succession management as a process or a project. Project meaning it has a start and an end. But more literature leans on the side of process as it speaks to continuous (Donner, Gridley, Ulreich, & Bluth, 2017). “Succession planning is not episodic but is a continuous process” (Donner et al., 2017, p. 127). This statement supports the notion of succession management being a process.

5.3 Succession Management Process

The process that should be followed for succession management to successful is as shown below.

5.3.1 *Identify needs*

The results of this research report give rise to the next three paragraphs. They were deduced from the respondents' answers and have been interpreted as seen below

The identification of the organisation's needs for it to continue functioning at optimal level is first and foremost. This tells the organisation what is required for key departments to continue producing the end product. This also speaks to technical needs which are required for the key departments to run at optimal level.

The next step in identifying needs is to assess the current skills and knowledge in the current workforce using an assessment instrument. These current skills and competencies must be compared against the needs in step one to determine the shortfall and/or excess in every division of the organisation.

The third step in identifying needs is to develop a performance management and development system to track the progression of the candidates. This system will allow an organisation to track its needs and when candidates should be moved to the next level.

Titzer and Shirey (2013) agree that determining the organisations needs is the first step in succession management followed by a skills audit. This is supported by Peters-Hawkins, Reed, and Kingsberry (2018). Myung, Loeb, and Horng (2011) disagree with the order of identifying needs, they say the first step should be a skills audit then determine organisational needs. This will outline the shortfall. Contrary to Titzer and Shirey (2013) and Myung et al. (2011), Sparrow, Hird, and Cooper (2015) believe the order is irrelevant so long as all steps are taken. This sentiment is shared by Denker, Sherman, Hutton-Woodland, Brunell, and Medina (2015). The literature does not however agree with the third step. (Rothwell, 2015) states that the third step is part of the development stage but is done prior to recruiting.

5.3.2 *Recruitment*

Recruiting will be informed by the needs identified in the first stage. Sparrow et al. (2015) agree with this sequence. Based on the result recruitment should follow the below hierarchy:

- Recruit from within the department
- Recruit from Tertiary
- Recruit from other public organisations
- Recruit from private organisations
- Recruit from high school

It stands to reason that recruiting from within the department have the advantage that the candidates would already be familiar with the operating protocols. Goldstein and Passmore (2017) proposed to not recruiting from a specific arena but testing all the candidates to find the suitable ones. It is worth noting that Goldstein and Passmore (2017) were referring to private organisations. The respondents answer of first recruiting from within is supported by Kitaw, Ye-Ebiyo, Said, Desta, and Teklehaimanot (2016) due to their “adequate orientation on their future job” (Kitaw et al., 2016, p. 232) . Barnes and Howson (2018) have an opposing view and believe that new blood breeds new life. Yaro (2014) argued that recruiting from specific arenas is tantamount to nepotism. His view was that “candidates should be given equal, fair and even treatment” (Yaro, 2014, p. 1008). Yaro’s (2014) opposition was predicated by government official employing relatives. And (Goldstein & Passmore, 2017) opposed arena specific recruiting while referring to the recruitment of board members. Both Goldstein and Passmore (2017) and Yaro (2014) do not outright reject arena specific recruitment but only in special circumstances while Kitaw et al. (2016) agrees.

Recruitment should also be linked to reducing turnover. As shown in table 4.3 the perceived reasons for high turnover on page 37. Recruitment is used to supplement the talent pipeline which keeps the organisation’s staff count at optimum. During the recruitment process job hoppers should be identified and managed.

5.3.3 *Training*

According to the results coaching and mentoring are the best way to train candidates and this mentoring and coaching should be done by the immediate supervisor. The results also view a performance management and development system as the best vehicle to get training done optimally. MacLennan (2017) agrees that coaching and mentoring is probably the most effective approach to achieve optimum performance in the workplace. He advocated for planned coaching and mentoring as opposed to unplanned. Greif (2013) is of the same view as MacLennan (2017) that coaching and mentoring is a lifting platform for productivity and efficiency. (Passmore, Peterson, & Freire, 2013) and (Serrat, 2017) both support coaching and mentoring as a superior way of training. (McNamara et al., 2014) found that coaching and mentoring was the best approach to training but had a limitation of the mentor's time. He found that adequate coaching was not possible once the number of trainees got too large.

5.3.4 *Assessing*

When assessing candidates for succession, self-assessment and performance evaluation ratings are perceived to be the best. The attributes that should be focused on are experience and potential. The choice of self-assessment by the respondent's may be based on self-preservation. The limiting factor to this choice was the lack of human resources personnel participating on the survey. Church and Rotolo (2013) advocated for performance evaluations done by both the candidate and the supervisor with motivations. They do however disagree with using experience as a deciding attribute. Their rational was that some candidates develop quicker than others. (Church, 2013) argued for a more focused strategy on business needs using potential. Calareso (2013) agrees with self-assessment. He qualifies this as a way to determine the gap between the candidate's and supervisor's expectation. Rothwell (2015) supports this and further adds that the mentor should be involved as a second opinion.

5.4 Catalysts and inhibitors

Inhibitors ranked amongst the worst inhibitors to succession management are separated into three groups namely policies, management and reward/recognition system.

- Reactionary Human resource policies and Ineffective business practices
- Ineffective leadership and management development and no committed management
- Not rewarding and recognising hard working employees and inability to motivate and retain key employees

Csizmadia, Makó, and Heidrich (2016) stated that ineffective policies can be very detrimental to succession management. They stated this while looking at family businesses. This can be worse in public organisation (Huynh, Reynolds, & Mercieca, 2017).

Spangler, Tikhomirov, Sotak, and Palrecha (2014) are of the opinion that management can greatly stifle succession management. According to Versland (2013) Judicious risk assessment can greatly reduce bad succession management. Rose (2013) strongly believes that management are the gate keepers to succession management success.

Yadav and Dabhade (2013) also list reward/punishment amongst the greatest inhibitors of succession management. Hall-Ellis and Grealy (2013) stated that the carrot or stick system is a great revealer of human potential. They also found that it was necessary for improved performance. They alluded to the fact that if high performers and low performers are rewarded the same it will erode the ethos of the high performer and ultimately lowers organisational performance.

Catalysts are ranked in the following order from most to least effective.

- Ability to motivate and retain key employees
- Effective business practices in the organisation

- Sufficient talent pipeline in the organisation
- Availability of effective company vision and addressing future needs of the organisation
- Focusing on roles and responsibilities across a career plan

In their in-depth paper on performance management systems, Yadav and Dabhade (2013) have listed all of the above and but not necessarily in the same order.

CHAPTER 6. CONCLUSIONS & RECOMMENDATIONS

6.1 Introduction

The conclusion starts by reiterating the issues in chapter one which led to the problem statement. It then outlines how this employee preferred method of succession planning addresses these issues.

6.2 Conclusions of the study

The aim of this research report was to answer the following questions.

- *"What is the preferred method of implementing effective succession management in a public sector organisation in the South African government?" and*
- *"What are the factors that impede and assist the development of succession management in the South African public sector government departments?"*

The first question was as a result of five challenges faced by government departments. Below are the challenges followed by findings of this study and literature which attempt to solve them.

The first issue is that there are few employees than required being formally groomed for middle and senior management positions in the public services (Dewah & Mutula, 2016; Funke et al., 2007).

The performance management and development system mentioned under training is the best method to deal with the above mentioned issue. It is a step by step system of developing candidate for higher positions. The preferred trainer is the candidates' supervisor. The effect of the austerity measures which has griped South Africa (Republic of South Africa, 2016b) can be eased by on the job training because the supervisor does not receive extra remuneration for

training the candidate. The performance management and development system should allow for external training to broaden the thinking of the candidate.

The second issue is the older more knowledgeable employees are nearing the end of their working age (DeLong, 2004).

The recruitment process and performance management and development system is more likely to counteract this issue. The results of this issue are knowledge loss and decrease in number of employees. The recruitment process will augment the employee numbers by supplying a steady stream of candidates and the performance management and development system will insure knowledge transfer, training and mentoring.

The third issue is the current manager's reluctance to champion the task of succession management (Rothwell, 2015).

Self-assessment and performance evaluation is a method of gauging employees' abilities. It works on reward and/or reform of both the supervisor and the candidate. The employee assesses themselves and the supervisor also assesses them. The score is discussed there by facilitating growth which is a portion of succession management. The success or failure of the candidate has barring on the supervisor's performance evaluation which affects the supervisor's bonus. It is also linked to the success of the unit. The performance management and development system also enlists the assistance of a performance agreement which is a document that outlines the goals of the employee. Supervision and mentorship must form part of the performance agreement in order to hold the supervisor to their word of promised deliverables

The fourth issue is that some head hunted managers have to learn the new landscape before being effective (Parker & Bradley, 2000).

No solution for this issue in this study. Recruiting from private organisations was forth in a list of five. It is not preferred by the employees. The potential bias against recruiting from outside the organisation is a high possibility because internal candidates may see it as decreasing their chances for progression. This issue will be suggested for further studies.

The fifth issue is political interference in appointing of high level positions

The study prefers experience and potential when appointing high level positions. While this does not stop political interference it is envisaged that a few deserving individual will make it to these positions.

Succession Management should be done as follows in the Department of Water and Sanitation

Determine needs

The department should first determine what it needs to function at optimum level. It must then determine what skills it already has. From this information the department must determine what it is still short of. These will be the needs of the department. This must be done on a quarterly basis.

Recruiting

After determining what is needed the department must make-up the shortfall by recruiting. It should first recruit from within the department for potential successors. It should then recruit from tertiary for new candidates to make-up the pipeline. If there is still a shortfall the next step is other public organisations then finally from private organisations. Recruiting from high schools should be done in the form of a bursary. The department must recruit from high school so they can get the crop of the cream. These individual should one day work for the department

Training

Coaching and Mentoring must be the default method of training. Most of the learning must come from the mentor and supervisor. After the candidate has been recruited, they must be given a supervisor and a mentor. Both the supervisor and the mentor must sign performance agreements that have to do with the development of the candidate. The mentor must be a level above the supervisor. The candidate must rotate in the department to build breath of knowledge. Regular internal training must be done to improve the candidate's knowledge in a different environment. The candidate must be given increasing responsibilities to enrich them. External training should be done for which the

department does not have the mechanisms to perform. Progress of the training should be tracked at all times.

Assessing

Assessing should be done first by the candidate, then by the supervisor. The mentor must than take the two scores and discuss with both the candidate and supervisor in interview setting, first separately then together. The mentor must reconcile the scores with both. The assessing must focus on potential. Potential successors will emerge from this process.

"What are the factors that impede and assist the development of succession management in the South African public sector government departments?"

The top three factors impeding development of succession management according to the survey done in this study are bad Human resource policies and Ineffective business practices, ineffective leadership and management development and no committed management and not rewarding and recognising hard working employees and inability to motivate and retaining key employees.

The top five factors assisting development of succession management according to the survey done in this study are ability to motivate and retain key employees, effective business practices in the organisation, sufficient talent pipeline in the organisation, availability of effective company vision and addressing future needs of the organisation and focusing on roles and responsibilities across a career plan

6.3 Recommendations

6.3.1 *Ethos of succession planning*

The spirit that should encompass succession planning in the Department of Water and Sanitation should be that of growth. It is recommended that human resources should formulate a performance management and development system that clearly maps out the development of further knowledge, skill and abilities in a long term vision and direction so as to easily identify replacements to fill key positions and preserve knowledge transfer and institutional memory. Buy in from top management is important for such a system to succeed therefore top and middle management should be involved in the development of the system. This should instil a sense of pride within management so they may more likely assist in times of difficulty.

The system should have a clear reward and recognition plan to show employees that they are valued by the Department of Water and Sanitation. The reward should not only be monetary as it is not an effective motivation for all.

6.3.2 *Identify needs*

It is recommended that the Department of Water and Sanitation should follow these steps:

- First look at what they would like to achieve in the future as a goal or goals
- Determine the human resources needed to achieve this goal, and the time they need it in.
- Determine how long it would take to get these resources ready for the task
- Determine how many of these resources they already have within their ranks

These steps will tell them where they fall short

6.3.3 *Recruitment*

It is recommended that recruiting should be separated into two categories, namely current workforce and future work force. Current work force are those who are already qualified and future work force are those without their qualifications. It is recommended that instead of choosing the highest ranked choice the selection be weighted as follows

Current work force

- Recruit from within the department 60 %
- Recruit from other public organisations 30 %
- Recruit from private organisations 10 %

Future work force

- Recruit from Tertiary 70%
- Recruit from high school 30%

The ratio between the current and the future should be dictated by the organisation's needs. Future work force will allow for a consistent supply of candidates for the organisation.

6.3.4 *Training*

It is recommended that 80 % of training be on the job training by the supervisors and mentor. 20 % should be internal and external courses and symposiums. Each individual should be appointed a mentor when hired and the mentor should change as the candidate grows

6.3.5 *Assessing*

It is recommended that performance evaluation ratings be done by a panel of superiors, managers or mentors. This has a high probability of decreasing preconceived notions by individuals.

6.4 Suggestions for further research

Knowing the importance of succession management in the Department of Water and Sanitation is a good start. Future research should focus on the whole public sector of South Africa. The study should first compare organisations with and without succession management to ascertain if there is any advantage to those organisations with succession management. The second part should be to identify the similarities between those organisations who are successful and those who are not successful.

A further study should be the evaluation of head hunted managers working in government departments. How their transition can be made easier.

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APPENDIX A

Actual Research Instrument

RESEARCH QUESTIONNAIRE

I am currently embarking on a path to obtain my MBA and as part of my degree I am required to do research. I would like to request your assistance in this regards.

The research is about Succession Planning And Management in the Department of Water and Sanitation. It seeks to find out what is the best way to implement succession management in DWS.

Kindly find attached a questionnaire relating to the above. Your assistance in completing the questionnaire by 31st of May 2017 would be greatly appreciated. Completion of the questionnaire should take no more than 15 minutes. The questionnaire is strictly confidential and respondent's names and identity will not be divulged. This information is needed for the completion of my Masters in Business Administration (MBA) studies. When completed please email to the undersigned. Your co-operation in completing the questionnaire is greatly appreciated.

Yours sincerely
Xolani Mdletshe
Researcher

Tick that which is most applicable to you

1	Gender				
	Male		Female		
2	Type of employment				
	Project Based		Contract		Permanent
3	Age Group				
	0-19	20-29	30-39	40-49	50-Above
	Level				
4	1 - 7		8 - 12		13-17
	Years of Experience				
5	0-5	6-10	11-20	21-30	30 - Above

6	Which Branch of Water and Sanitation do you serve in
	National Water Resource Infrastructure Branch (NWRI)
	Policy and Regulation
	Regions
	International Relations and Cooperation
	Corporate Services

1 - Rank the following definitions based on best explanation	
1	Succession planning is a proactive attempt to ensure that leadership in an institution will be continuous by identifying how these positions will be filled as both planned and unplanned departures occur
2	Succession planning is traditionally a strategic change effort designed to prepare for promotion within an institution by emphasising internal talent development
3	Succession planning is a valuable management tool for creating a plan to move high potential people into the higher levels of the organisation
4	Succession planning is a process for identifying and developing new leaders, who can replace old leaders when they leave, retire or die. In dictatorships, it aims for continuity of leadership, preventing a chaotic power struggle by preventing a power vacuum

2 - Rank by most importance benefits of a formal succession plan	
1	Improve employee commitment and retention
2	Facilitate employee development
3	Preserve knowledge transfer and institutional memory
4	Reducing turnover of managers with scarce skills

3 - Rank by most important purpose of succession planning	
1	To easily identify replacements to fill key positions
2	To develop employees
3	To achieve strategic goals
4	To retain organisational talent

4 - Rank by your expectation of a succession planning	
1	To highlight current skills and accomplishments
2	To map out the development of further knowledge, skills and abilities
3	To prepare staff for advancement or promotion into more challenging roles
4	To develop employees to reach their potential
5 - Rank the following according to most effective method in assessing developmental needs	
1	Self-assessments
2	Performance Evaluation Ratings
3	360-Degree Feedback
4	Interviews
6 - Rank these in order of importance for succession planning to be successful in your department	
1	Identifying the long-term vision and direction
2	Analysing future requirements for programs and services using data already collected
3	Connecting succession planning to the values of the organisation
4	Connecting succession planning to the needs and interests of senior leaders.
7 - Rank these in order of importance for analysing the needs for succession planning to be successful in your department	
1	Identifying core competencies and technical competency requirements
2	Determining current supply and anticipated demand
3	Determining talents needed for the long term
4	Identifying "real" continuity issues
5	Developing a business plan based on long-term talent needs, not on position replacement.

8 - Rank in order of most effective to least for recruiting for succession planning	
1	Recruit from high school
2	Recruit from Tertiary
3	Recruit from within the department
4	Recruit from other public organisations
5	Recruit from private organisations
9 - Rank these in order of importance for identifying talent for succession planning to be successful in your department	
1	Using pools of candidates vs. development of positions
2	Identifying talent with critical competencies from multiple levels early in careers and often
3	Assessing competency and skill levels of current workforce, using assessment instrument(s)
4	Using 360° feedback for development purposes
5	Analysing external sources of talent.
10 - Rank in order of best means to select candidates	
1	Study results
2	Experience
3	Potential
4	Internal exam
5	Past accomplishment
11 - Rank according to most effective to least in developing employees.	
1	Job rotation
2	Job enrichment
3	Coaching and Mentoring
4	Internal training
5	External training

12 - Rank the best way to identify training for succession planning pool of candidate	
1	Self-nomination
2	Performance Management and Development System
3	Job Holder
4	Supervisor
5	Head of Department
6	Human Resource Development
13 - Rank what you perceive to be the reason for the high turnover of employees with scarce skills at your department	
1	Better salary elsewhere
2	Better opportunities for development
3	Poor interpersonal relations
4	Retirement
5	Better work content
14 - Rank from best to least person to be a mentor to a succession plan candidate	
1	More experienced peer
2	Job Holder
3	Supervisor
4	Head of Department
5	External mentor
15 - Rank these challenge in order of most likely to derail succession planning in your department	
1	Insufficient talent pipeline
2	Inability to motivate and retaining key employees
3	Ineffective business practices
4	Unfocused roles and responsibilities across a career plan
5	Limited information about employees
6	Lack of effective company vision and failure to address future needs
7	Inactive periodical succession plan

16 - Rank the influences from most positive to least for succession planning to thrive in your department	
1	Sufficient talent pipeline in the organisation
2	Ability to motivate and retain key employees
3	Effective business practices in the organisation
4	Focusing on roles and responsibilities across a career plan
5	Plenty of information about employees
6	Availability of effective company vision and addressing future needs of the organisation
7	Active periodical succession plan
17 - Rank these according to most detrimental to least for succession planning in your Department	
1	Not attracting and recruiting the potential employees
2	Not rewarding and recognising hard working employees
3	Ineffective leadership and management development
4	Lack staff engagement
5	Ineffective management and performance
6	Lack organisational learning and development
7	Not setting enough budget for human resource development
18 - Rank the following as suggested to be among the determinants to effective Succession Planning in your organisation	
1	Bad Human resource policies
2	No committed management
3	Culture of the organisation
4	Readiness of the organisation
5	Lack of competence of the organisation management
19 - The most effective methods of identifying potential successors	
1	Self-nomination
2	Performance Management and Development System
3	Job Holder
4	Supervisor
5	Head of Department
6	Human Resource Development