CHALLENGES AFFECTING EFFECTIVE IMPLEMENTATION OF SUCCESSION MANAGEMENT STRATEGY IN THE CIVIL SERVICE OF KENYA

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DECLARATION

This research project is my original work and has not been presented in any other University or institution of higher learning for any academic award.

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Supervisor's Declaration

This research project has been submitted for examination with my approval as University of Nairobi supervisor.

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DEDICATION

I dedicate this work to my loving wife Mary and my children Stephanie and Sherlyne for the support and encouragement they gave me throughout the execution of this project.

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LIST OF ABBREVIATIONS

CARPS   Capacity Assessment Rationalization in Public Service

CEO   Chief Executive Officer

DHRM&D   Director of Human Resource Management Development

PSC   Public Service Commission of Kenya

DPSM   Directorate of Public Service Management

HRM   Human Resource Management

HR   Human Resource

HiPOs   High Potential Employees

SACCOs   Savings and Credit Cooperative Societies

SAPs   Structural Adjustment Programs

SPSS   Statistical Package for Social Sciences

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ABSTRACT

Succession management is important human resource practice because is at the heart of talent management process of identifying key roles and mapping out ways to ensure that the organization has the right people, with the right skills, capabilities, and experiences, in the right place at the right time. An effective succession management and planning can prepare an organization to have potential employees for filling future critical vacancies of middle and senior management positions. Studies show that effective succession management goes hand in hand with succession planning which guarantees continuity of leadership in the top and middle levels The objective of this study was to determine the challenges affecting effective implementation of succession management strategy in the Civil Service of Kenya. This study used descriptive research design as the research methodology. This approach was found to be convenient for this kind of the study, as it enabled the use of descriptive statistics in presenting the field data. The target population for the study encompassed the Directors of HRM&D in the Civil Service of Kenya. A structured questionnaire with closed ended questions was utilized as the primary tool for data collection. The data was collected and analyzed quantitatively using SPSS to draw tabulations on the respondents 'opinions across the different questions that were covered in the study. The study established that despite Civil Service having a succession management strategy in place, there was no support from the top management in relation to implementation of succession management strategy (Mean=4.3947, SD=.64021), respondents took a neutral stand regarding provision of the much needed financial resources by the top management to address the succession gaps (Mean=3.89556, SD=83233); respondents took a neutral stand on the statement that the top management viewed succession management as a function of human resource alone (Mean=3.92112, SD=.89765); succession management was viewed to be more suited on senior positions only (Mean=2.4895, SD=1.04385); and there was acute shortage of critical skills and competences(4.11053, SD=.89411). The research findings found out that ageing workforce; lack of a well-defined career development policy; lack of talent management policy; and shortage of critical skills were major challenges affecting effective implementation of succession management strategy in the Civil Service of Kenya. The study concludes that there was need to adopt a more proactive approach to address succession gaps in the Civil Service of Kenya to avert crisis of compromising service delivery. The research study recommends that in order to ensure effective implementation of succession management strategy in the Civil Service of Kenya, a proactive approach needs to be adopted. HR practioners in the Civil Service should develop flexible career progression guidelines that will guarantee higher achievers faster career growth.

CHAPTER ONE: INTRODUCTION

1.1 Background of the study

In today's era of human resource, business strategy the concept of succession management has increasingly become very critical aspect of ensuring competitive advantage in both private and public institutions (Leigh, 2018). Succession management is important because is at the heart of talent management process of identifying key roles and mapping out ways to ensure that the organization has the right people, with the right skills, capabilities, and experiences, in the right place at the right time (Rothwell, 2007). An effective succession management and planning can prepare an organization to have potential employees for filling future critical vacancies of middle and senior management positions. Studies show that effective succession management goes hand in hand with succession planning which guarantees continuity of leadership in the top and middle levels (Stuart, 2007). Despite of this reality most organizations have tended to discriminate lower positions during implementation of succession management.

The success of any organization is achieved through ensuring effective management of its human resources. The ability to recruit, develop and retain the right people in the right roles has been a concern of human resource professionals in organizations for many years (Chiocchio and Gharibpour, 2017). Many terms have been used to describe these activities such as succession planning, succession management, and replacement planning. Organizations have greatly struggled with the challenges of retaining and attracting highly skilled and competent employees, as well as the right solution for addressing organizations' concerns as to where the next generation of leaders will come from.

The need to have a succession management and planning strategy in an organization is to ensure linkage between business goals and human resource strategy (Baruch, 2009). Succession management strategy is an essential component of the broader human resources planning process that guarantees continuity and sustainability of business processes. It involves an integrated, systematic approach for identifying, developing and retaining capable and skilled employees in line with current and projected business objectives. Succession management strategy is an important element of human resource management given that individuals identified to fill the existing gaps, be responsible for ensuring that an organization is able to tackle future human resource challenges (Joyce, 2016). When Succession management strategy is effectively implemented it provides the organization with a competitive edge by providing motivated and capable group of employees that are ready to move the organization forward, while acknowledging the new changes in the labour market, Perry et al.(2006) argues that succession management and "war of talent" is a wakeup call for organizations to become more effective in attracting, retaining and motivating employees.

The theoretical framework of this study is anchored upon, human capital theory and systems theory. Human capital theory as advocated by Schultz (1961) helps to explain the need to equip individual employees with the right training and education as critical components of developing skills and competences for effective succession planning and management. Human capital theory suggests that education and training increase the productivity and efficiency of employees (Jerzak, 2015). On the other hand systems theory postulates that an organization consist of many internal subsystems that need to be continually aligned with each subsystems that must coordinate with each other in the process of transforming inputs to outputs (McShane and Von Glinow, 2003). These interdependencies can easily become so complex that a minor event in one

subsystem may amplify into serious unintended consequences elsewhere in the organization. Systems theory therefore explains why there is need to embrace succession management for purposes of ensuring that the gaps in the staffing levels of an organization do not affect the other subsystems.

This study focused on Civil Service of Kenya, which helps in the execution of government policies. The Government of Kenya over the years has continued to spend a lot of resources in developing succession management strategies, for purposes of guaranteeing effective and efficient delivery of services. However, none of the proposed policy guidelines has ever addressed the succession gaps effectively. Civil Service of Kenya is currently experiencing serious succession management and planning gaps and with an ageing workforce, more urgent interventions need to be put in place to avert this crisis. Some of the other notable challenges affecting succession management guidelines, high staff turnover, lack of support from the top management and long grading structure. Effective implementation of succession management strategies therefore remains as the only way of guaranteeing continuity of civil service of Kenya.

1.1.1 The Concept of Strategy

According to Lewis (1999) the term strategy is derived from the Greek word "stratcgos"; stratus (meaning army/'the art of the general') and "ago" (meaning leading/moving).Chandler (1962) defines strategy as the determination of the basic long term goals and objectives of the enterprise and adoption of courses of action and the allocation of resources necessary for carrying out these goals". Strategy can be viewed as the identification of ends and the means to achieve these goals". Strategy can be viewed as the identification of ends and the means to achieve those ends, thus providing the foundation for approaches for strategic management.

According to Mintzberg (1994), strategy is a plan, ploy, pattern, position, and perspective; strategy is a process of sensing, analyzing, choosing and acting. The strategy formulation has to complement the environment of operation and the available resources. Strategy is an action that the management takes to attain one or more of the organization's goals. Strategy can also be defined as the general direction set by an organization to achieve a desired state in the future. Strategy results from the detailed strategic planning process (Richardson and Thomson, 1999). Richardson and Thompson (1999) suggest that a strategy, whether it is an HR strategy or any other kind of management strategy must have two key elements: there must be strategic objectives (i.e. things the strategy is supposed to achieve), and there must be a plan of action (i.e. the means by which it is proposes that the objectives will be met).

1.1.2 Concept of Succession Management

According to Rothwell (2007) succession management refers to any effort designed to ensure the continued effective performance of an organization, division, department or work group by making provision for the development, replacement and strategic application of key people over time. Succession planning and management, as defined by Butler and Roche-(2002) is an ongoing dynamic process that assists a business or organization in aligning its goals and its human capital needs.

Baruch (2009) argues that a good succession management strategy is the one, which has realistic strategic objectives with strict time lines for implementation of the plan of action. A winning succession management strategy has a non-bureaucratic, uncomplicated process with a unified approach to ensure consistency and maintain objectivity across business units (Charan et al, 2001). According to Cosack, et al (2010), the best succession management strategies are developmentally oriented rather than simply replacement oriented. Highly effective systems

always actively involve the very top management in the organization. Studies have shown that effective succession management is a tool for attracting and retaining talents. According to Bruce (2006). A good succession system is effective at spotting gaps in talents, identifying important positions, monitoring the succession process, enabling the organization to ensure that the right people are moving into the right jobs at the right time and that gaps are being spotted early.

McCall (1998) argues that succession management encompasses various activities, which provide a roadmap for developing succession plan of action and policy direction. Rothwell (2007) agrees that there is no right or wrong way to developing succession management since each and every organization has unique business goals. This therefore implies that different organizations will implement components of succession management using their own approach. Baruch (2009) points out that for effective succession management to take place, firstly there must be assessment of competencies and experiences needed to qualify for leadership positions, identify key talents at the top two or three levels in the organization, assess key talents needs of skills ready for the next level and strategies for potential successors through" s formal education, training, coaching or mentoring and job enrichment, and lastly monitor implementation of the employee development plans.

Downs (2012), postulates that an organization can only be able to address succession gaps only if the process of selecting potential successors from the pool of talented employees is followed without bias. According to Naddler (2004), there are three ways in which succession management can be addressed in organization i.e. succession management strategies with internal skills; talent pool planning for training for future successions and replacements.

1.1.3 Challenges of Succession Management Strategy Implementation

Generally, various scholars have presented challenges influencing effective implementation of strategy. Morten (2018) has highlighted five challenges facing strategy implementation namely, weak strategy; ineffective training; lack of communication; lack of follow up and review. According to Govindarajan (1989), effective strategy implementation is affected by the quality of people involved in the process. This confirms that strategy implementation faces several barriers and in most cases, the intended purpose may not be achieved. Succession management strategy implementation will mostly likely face similar challenges especially when proper interventions are not in place.

According to Sally (2012) one of the greatest challenges of succession management strategy in many organizations is the failure to recognize the role of human resource professionals in performance management, career development, talent management and training and development which are critical practices of succession. Aswathappa, (2008) acknowledges that successful succession management and planning requires input and effort from a wide range of key individuals across the organization, however human resource managers need to be supported and accord the much needed space to ensure effective implementation of succession management practices.

Michaels et al (2001) argues that the turbulence in the labor industry and growing competition in the industry acts as a major challenge to succession management strategy. Salvato et al (2013) argues that such an unpredictable landscape in the corporate sector leads to 'war of talent' hence making managers to continuously search and develop talent for business survival. According to Spencer (2007), it is advisable for organizations to have a proactive way of addressing the

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challenge of high turnover of employees in the corporate sector if succession management strategies were to propel business continuity.

Karaevli and Hall (2007) argue that lack of support from the top management acts a challenge of succession management strategy. Rothwell (2007) points out that in most cases practices associated with succession management in most cases are perceived to be a liability in the organization and therefore they don't get the much needed support from the top management. Olivier (2017) observes that succession strategy is critical for any contemporary business and therefore the top management should support any efforts geared towards ensuring succession management. Karaevli and Hall (2007) in his study found out that HR departments are facing unprecedented levels of uncertainty in succession management and therefore they require enormous support from the top management.

Olivier (2017) identified various challenges effecting succession management strategy i.e. the baby boomer workforce is ageing and retiring, millennial employees demand greater workforce flexibility and choice, competition for highly talented professionals, rapidly changing environment. Technology, viewing HR related expenditure as a liability and lack of talent management strategy. Similarly, Michael (2017) identified some of the key notable challenges of succession management strategy in organizations such as; lack of support from the top management; viewing succession management as an HR faction; lack of prioritizing succession management practices; lack of mentoring and coaching programs; biased selection of successors; high staff turnover; lack of effective retention strategies and failure to commit resources for supporting execution of succession management.

1.1.4 Civil Service of Kenya

The civil service of Kenya includes officials hired by National government on professional merit to advise and assist in running departments, ministries and counties. The employees of Kenya's civil service are referred to as civil servants. Currently the Civil Service of Kenya comprises of twenty-two (22) Ministries. Most of the ministries in the current Government structure have two or more state Departments which are headed by the Principal Secretary. According to the Executive Order of 2008 Ministries are headed by the Cabinet Secretaries who are responsible for all human resource management functions as per the Delegation of Powers guidelines Circular of 2015.The Cabinet Secretaries relies on the advice of Directors of Human Resource management and development, advice on appropriate organizational structures, initiate and coordinate human resource management reforms to improve service delivery6 for sustainable socio-economic development in Kenya (The Executive Order No. 2/2013).

Kenya has an estimated 200,000 workers in civil service in both National and County Governments however the National Government has approximately 65,00 civil servants. The government continues to grapple with the issue of reducing wage bill and several attempts have been initiated since 1990's through the SAP's to retrench excess staff. Such a move combined with other factors such as ageing civil service has raised a great need to put in place a succession management and planning strategy.

The civil service of Kenya is ageing and 47 percent of workers are expected to retire in the next decade. Data shows that the number of civil servants above the age of 50 increased from 35 percent in June 2016 to 43 percent this year. Data from DPSM shows that 20,000 of the 65,000 civil servants will retire by June 2025. A large number of those who will retire are senior bureaucrats, management and technical cadres, amid reports of lack of a clear policy on how to

implement succession management strategy in public service. This means that the government t may be forced to retain some staff beyond retirement age because of their unique expertise in order to prevent serious succession management gaps.

Already PSC is grappling with a funding crisis in its bid to hire 33,792 employees to bridge the shortfall being experienced in the public service. About Kshs 12.1 billion is required to hire 26,792 employees at entry grades of civil service with some 22,981 workers due for promotion at Kshs 3.7 billion. A further Ksh 3.5 billion is required to hire 7,000 to join the Prison Service. Already there are 17,214 vacant slots in the civil service and 4,080 in the Prisons Service.

1.2 Research problem

Despite the critical role that succession management strategy plays in ensuring organizational continuity, many organizations are yet to fully adopt and align succession management to overall corporate planning processes. According to a research study carried out by Morello et al (2007) on the role of succession management in addressing leadership crisis in organizations, showed that by 2020, 50% of organizations worldwide would face a leadership crisis du e to shortage of pipeline talent and managers who possess the right skills and attitudes. This is further echoed by Busine and Watt (2005) who indicated that most organizations indeed consistently rate their succession management practices as ineffective. Lack of clear policy direction and low emphasis by top leadership remains the major challenges affecting succession management in organizations. A study by Britt (2009) showed that only 29% of human resource professionals have implemented succession management and planning programs and 94% indicated that younger employees in their organizations were not being prepared for advancement. This underpins the fact that positive impact of such a programs on business profitability has not been

embraced fully despite its proven value. Specific statistics on the adoption of succession planning includes 46% in Taiwan a paltry (2.95%) in Australia (Tracy, 2009) and similar challenges across Africa (Nkomo, 2008).

In Kenya, the uptake of succession planning management programs is equally low, especially in the Civil Service sector. According to George (2010) over 75% of civil service organization's in Kenya lack effective succession management programs and this affects performance of over 50%. Over the years the civil service of Kenya has been committed in ensuring efficient delivery of service by developing its workforce through training and development, however much has not been realized due to succession gaps. Development and effective implementation of succession management strategy for a long time has therefore been viewed as a critical step towards ensuring a proactive Civil Service Reform Agenda. Several exercises such as CARPs have been done to identify the gaps that exist with a deliberate attempt towards addressing succession management in the Civil Service Sector. This led to culmination of formulation of Succession management and planning strategy in 2017. Despite the existence of this succession management strategy in the Civil Service of Kenya there is a slow pace when it comes to implementation of succession policies. In fact there are no signs of good will in implementing the succession management strategy despite high number of civil servants exiting upon attainment of retirement age. In addition there has been recruitment embargo due to ballooning wage bill, lack of clear career progression guidelines and high staff turnover especially among the young professionals. As a result there are so many succession management gaps in the civil service, hence compromising the continuity and sustainability of service delivery.

Several studies have been done on the challenges faced while implementing succession management and planning strategies by various scholars. A study by Twahafifwa (2016) on the

factors affecting the implementation of succession planning in the Ministry of Health and Social Services (Mohss), Namibia found out that many staff members at management levels had been retained after reaching retirement age. This seems to be the result of a lack of suitably qualified personnel to replace these potentially retired staff members. A study by Wangechi et al, (2017) on succession management among the SACCOs found out that for an effective implementation of succession management strategy to be realized there must be support from the top management. This was also echoed by Makokha and Sir (2013) on the Challenges Facing Succession Management in the Kenyan Civil Service: (A Case Study of Nairobi County in the Ministry of Education) showed out that effective leadership and management were critical aspects of driving effective implementation of succession management in State Enterprises in Kenya and found out that succession planning must be aligned to the business goals, if organizational effectiveness to attain those strategic goals is to be realized. A study carried out by Chartrand and Hageman, (2009) found that there was a great need to incorporate other strategies in implementing succession rather than recruitment and training programs.

Further research studies can therefore be done across a wide spectrum in order to bring out more challenges affecting effective implementation of succession management strategies across the Kenyan Civil Service sector after its adoption in 2017.Studies which have been carried out applied a case study research design and none of them focused on the challenges affecting effective implementation of succession management strategy in the Civil Service of Kenya which cannot fully explain this knowledge gap 'what are the challenges affecting effective implementation of succession management strategy in Civil Service of Kenya.

1.3 Objectives of the study

The objective of this study was to determine the challenges affecting effective implementation of succession management strategy in the Civil Service of Kenya.

1.4 Value of the study

The study will help to discuss the challenges affecting effective implementation of succession management strategy in the civil service of Kenya. This research study therefore will be useful in informing the top management in the Civil Service Sector on how best they can enforce implementation of the current succession management strategy. The management will be able to understand the underlying challenges affecting effective implementation of succession management strategies and develop enforcement intervention policies.

Succession management has become increasingly important and a priority in government operations since serious succession gaps has greatly continued to impact negatively on delivery of services. The study will help government to adopt an effective strategy on how young talented and competent professionals can be nurtured in order to take up leadership positions in the current scenario, thus addressing succession management gaps. The findings of this study will be of great benefit to researchers and scholars interested on succession management. The findings of this study are expected to be of significance to various researchers involved in human resource management research activities. The documented report of the study will be accessible in libraries and other learning resources and will thus equip learners with deeper skills on Succession Management in the Kenyan Civil Service Sector.

The study is of great significance to human resource managers in Kenyan Civil Service since it will provide updated information that will help them to gain more knowledge and skills on the

theory and practice of succession management. This study will act as a wakening call to individual employees who have the zeal to develop themselves professionally for purposes of been potential candidates of addressing succession gaps. This will help in creating pools of highly talent and competent civil servants.

This study will greatly inform Public Service Commission on which urgent intervention measures it can adopt to eliminate challenges of implementing succession management strategy for purposes of ensuring that Kenyan citizens continue enjoying the much needed Government services. Effective secession planning and management in Civil Service sector greatly supports realization of the Governments' Big Four Agenda hence guaranteeing better service delivery.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter includes reviews of related literature from various researchers, scholars and authors on challenges affecting effective implementation of succession management strategy. The specific topics covered in this chapter are the theoretical framework, meaning and linkage between succession planning and management, effective implementation of succession management and challenges affecting succession managements.

2.2 Theoretical Foundations

This study is anchored on Human Capital Theory and systems theory. One of the most recent practices in human resource is succession management strategy which is at the center of strategic goals of the business. Organizations in the current business environment strive to align their business goals with the human resource strategy in order to ensure leadership continuity and business continuity.

2.2.1 Human Capital Theory

The theory of Human Capital can trace its origins to macroeconomic development theory, in the 1950s (Mincher 1962, Becker 1993). The term human capital was originated by Schultz (1961) who elaborated the concept in 1981 by regarding all human abilities to be either innate or acquired. Becker (1969) viewed human capital as a set of skills or characteristics that increase a worker's productivity. Applied in the context of organizations, human capital theory suggests that individuals who invest in education and training will increase their skill level and be more

productive than those less skilled, so an can justify higher earnings as a result of their investment.

As Becker (1993) suggests, schooling raises earnings and productivity mainly by providing knowledge, skills and a way of analyzing problems. Moreover, Becker's ideas play an important role in contemporary employee development and learning literature, as human capital theory fuels the idea that employees' knowledge and skills can be developed through investment in education or training that is, learning (Grant 1996, Hatch and Dyer 2004). According to Nadler (1979), employee development is concerned with preparing employees so that can move within the organization as it develops changes and grows. The continued development of employees is important since it guarantees an organization to remain relevant in the business environment. According to Onwuku et al (2017), an organization that does not develop its workforce cannot cope with the competitive nature of the international business environment, hence sustainability of the business processes will not be guaranteed.

Steven (1997) argues that the 'war on talent' is a manifestation that succession management challenges to an extent can be addressed through appreciating the value to training and development. The application of human capital theory prioritizes training and development as a key aspect of improving productivity and guaranteeing survival of an organization in the current competitive business environment. Highly skilled human resource enables an organization to have a completive advantage over its competitors, hence training and development of employee is key in addressing sustainability of businesses. This theory therefore is more relevant in explaining the need to continue developing the skills and competences of employees for purposes of preparing them for vertical and horizontal movement (i.e. succession management).

2.2.2 Systems theory

Systems theory was proposed in the 1940's by the biologist Ludwig von Bertalanffy (General Systems Theory, 1968), and furthered by Ross Ashby (1956) in his studies on Introduction to Cybernetics.Von (1968) was both reacting against reductionism and attempting to revive the unity of science, he emphasized that real systems are open to, and interact with, their environments, and that they can acquire qualitatively new properties through emergence, resulting in continual evolution. The application of systems theory portrays organizations as open entities that exist in dynamic environments and therefore they must address emerging trends to maintain homeostasis or stability. Because business environments are dynamic and constantly changing, they create a lot of uncertainty about what an organization must do in order to survive, remain relevant and grow.(Francis and Cliff 1992).According to Onuwuka et al (2017),the key way to dealing with uncertainty and ensuring survival of organizations in the international business environment is to re-align succession management strategies with the business goals for purposes of ensuring sustainability in the ever changing competitive business environment. According to Cross (1968), an open organization monitors its environment and collects factors that may affect the inputs (human resource factor of production). Human resource remains the only valuable asset an organization has and therefore any unfavorable factors emanating from the environment must be dealt with through effective strategies.

According to Rothwell (2007), due to the rapid changing workplace in terms of demographic shifts, entry of the millennial, retrenchment, high staff turnover and retirement most of the organizations in both public and private sector have found themselves at a fix in ensuring that they maintain the right number of employees. Since organizations today cannot be closed systems due to globalization they are likely to experience various challenges of maintaining the

right number of employees since labour trends are dynamic. This explains the reasons as to why organization requires effective succession management strategies in order to ensure continuity of the businesses processes. Today's business environment is very competitive and therefore those organizations that do not have strategic human resource policies are demented to collapse.

2.3 Succession Management Strategy

Succession management strategy refers to a deliberate attempt to identify and develop potential successors for all positions in an organization, through a systematic evaluation process and training programs (Rothwell, 2007). Studies done by Neetha (2018) found out that by the year 2020, most global organizations will lose 40 percent of their top executives and other key positions, leaving a vacuum that has to be filled by the rising stars in the companies. This will raise stiff competition for seasoned professionals in the job market, hence the need to groom successors from within rather than from outside the organization. It has become necessary to identify and develop leaders from within the organization and empower them with additional responsibility to assume increasing levels of leadership (Rothwell, 2000).

The need to develop and implement succession management strategies for in all levels in an organization has become more critical in addressing succession gaps. Most of the corporate organizations initially had perceived succession management practice as an exclusively HR function with no value to the portfolio of the organization. According to Nobel (2009), a good succession management strategy puts emphasis on the need to embrace talent management, career development and management, employee retention, effective performance management systems and leadership development programs.

2.3.1 Talent Management Practice

Talent management is actions taken by organizations for the purpose of attracting, selecting, developing and retaining the best employees in most strategic roles (Scullion & collings, 2011). It aims at developing the right people in the right jobs at the right time, ensuring the right environment for individuals to deliver their best and remain committed to the organization (Uren & Jackson, 2012). According to chartered Institute of Professional Development (CIPD, 2013) talent consists of those individuals who can make a difference to organizational performance either through their immediate contribution or, in the longer term, by demonstrating the highest levels of potential. The growth potential of organizations worldwide depends on the ability of companies to have the right people, in the right place at the right time.

According to Stephen (2015), the" war for talent" has focused on attracting "the best "employees in order to foster a completive advantage in the corporate sector. Talent has therefore become the key differentiator for human capital management and for leveraging competitive advantage in today's business environment (Bhatnagar, 2004). Studies done by Ashrat (2018), on talent management in the hospitality sector has demonstrated that with better talent acquisition, leadership development, employee engagement and talent development high productivity will be guaranteed. Dell and Hickey (2002), argues that development of employee value proposition is an important component that ensures retention of critical talent.

2.3.2 Performance management

According to Armstrong and Baron (2004) performance management is a process which contributes to the effective management of individuals and teams in order to achieve high levels of organizational performance. Performance management is an ongoing process of communication between a supervisor and an employee that occurs throughout the year, in

support of accomplishing the strategic objectives of the organization. Performance management has become an important criterion of identifying highly potential employees for the purpose of filing in key positions in an organization (Dominique, 2018). Performance management also helps in identifying employees with high potential but potential but with average performance such as move helps in developing tailor made programs that are meant to unlock their potential.

Noble (2009) argues that this is easier to develop the performance and capacity of employees rather than recruiting from outside the organization. Such as aspect as fostered by Rothwell (2007) is an easier way of managing and developing career of employees. According to Morgan (2018) performance management system provides organizations with an opportunity needed to asses and develop individual employees and to make appropriate decisions on their internal movement, training and development. Organization performance solely depends on individual performance and therefore the need to develop individual employees based on their performance status remains the most critical aspect of preparing employees for future responsibilities and roles (Rothwell 2007).

2.3.3 Career Management and Development

Career management is a process of systematically matching career goals and individual capabilities with opportunities for their fulfillment for purposes of career growth of staff and attainment of organizational goals and objectives (Ball, 1997). According to Strenger, and Carlom (2008) organizations have realized that career management is critical as it impacts on motivation as well as retention of suitably qualified staff and therefore, a key component of succession management. Noble (2009) while acknowledging that the business environment has endlessly experienced negative changes such as economic downsizing and restructuring resulting in fewer hierarchical positions, the need for improving productivity while keeping a pace with

continuously changing technology has also increased, this has therefore forced organizations to put in place career management practices in order to prepare their employees for future position instead of hiring from outside. As Edward (2012) puts it organizations, have opted to promote their already existing employee to specific positions since they are already aware of the organizational culture and do not need to be trained. According to Barrett (2002),a deliberate attempt to prepare employees continuously for filling future positions need to be embraced by all organizations.

Career development usually refers to managing ones career in an intra-organizational or inter-organizational scenario (Herr & Cramer,1996).It involves training on new skills, moving to higher job responsibilities, making a career change within the same organization, moving to a different organization or starting one's own business. According to (Pope 2009), Career development is directly linked to the goals and objectives set by an individual. It starts with self-actualization and self-assessment of one's interests and capabilities. According to (Herrl, 1996) many organizations have begun to foster a culture of learning organizations whereby employees are assisted with tuition, flexi working hours to enable employees attend full time classes, scholarships and partially paid training programs as means of helping employees attain their career dreams. All these efforts are meant to ensure that there are highly competent employees in an organization for purposes of filling vacant positions in the near future.

2.3.4 Leadership Development Program

According to Maheshwari (2018), leadership development refers to a framework that develops leaders at all levels without exclusion of the lower positions. Organizations today have realized the need to develop leadership skills for everyone in the organization for purposes of ensuring effective succession management and planning (Pasmore,2015).Leadership development is

therefore a just-in-time approach that ensures future leadership capabilities are developed and embedded in daily work. Leadership development is not simply a process by which employers make people better leaders; at its core leadership development begins with on boarding as a component of the organization's culture.

Joseph (2016) in his study on preparing the next generation workforce he found out those developing leaders is not something that employers can do to individuals, but it should be an ongoing series of planned tailor made programs. He further points out that cultivating leadership should be the responsibility of the employer and the individual employee, their collaboration ensures that developing leadership becomes the focus of an individual's career trajectory, rather than filling a particular role at a particular time. Ultimately, leadership development should be an ongoing future-oriented strategy that focuses on maximizing employees' potential.

Studies conducted by (Neetha, 2018) on the succession planning and its impact on organizational performance in the IT sector, it revealed that most global organizations have begun to consider leadership development initiatives as an integral part of the corporate strategy. Global human resources consulting firm Hewitt Associates (2019) conducted a leadership study revealed that 91 percent of the top 20 companies have a process for early identification of leaders compared with 91 percent of the rest; Also,82 percent of the top organizations have formal mentoring programs in comparison to half of the others.

2.4 Challenges of succession management strategy implementation: An Empirical Review

According to a study by Karen et al, (2017), when succession management is not implemented effectively organizations may perform dismally especially when constant horror of turnover at

key positions occurs. This is because potential replacements are never ready and if present they may be lacking essential skills. Obviously good succession practice will never happen by itself. When succession management is not properly implemented an organization can experience various challenges such as chaos, poor image and bad publicity to stakeholders and finally spirals to bad revenues and loss of customers (Pernick 2002).

Similar ideas are shared by Edward (2012) in his study, which demonstrates that failure to identify key position is one of the biggest blunders which organizations make when implementing succession management strategy. Spencher shares the Indian perspective and how organizations are taking this seriously as a major concern of their human capital management plans. In his study on the status of succession management among the corporate sector in India, Spencer (2011) found out that lack of awareness on the long term impact of ignoring or implementing succession management strategy partially was lacking among the corporate sector.

A study by Dr. Suruchi and Deepesh, (2014) on the Succession Planning Practices and Challenges (case of Indian Organizations) found out that organizations continue to face several challenges while trying to ensure succession planning and management. He singled out that organizations are struggling on how to attract, retain and develop employees for purposes of addressing future needs. Evident shows that it has become very difficult to retain employees. This is because generation Y and millennials do not stay in one organization for so long because their aim is how much money one is making rather than loyalty to the organization. The study recommended more research to be done to find out why the young generation is much obsessed with the intrinsic value of the job rather than the non-intrinsic value.

Conger and Fulmer,(2012) in their study on The best ways to implement succession planning and management strategies they argued that there were some major reasons, as to why succession

planning and management strategy often fail to meet the desired results. Reasons such as failure to invest money, energy and time in people, and entrenchment tendencies on part of the top management team who are reluctant to vacate their positions contribute to failure of succession planning and management; Organizations ought to invest more on human capital and stop viewing any budget related with human resource management and development as a liability.

A study by Korn Ferry (2014) on Challenges facing succession planning, points out that the greatest challenge facing succession management is failure to have the right data to inform decisions, coupled with seasoned insight into human potential and development. Organizations therefore ought to develop an effective talent database consisting of the competences and skills of every individual employee. The research study recommended further research to be done in order to identify the role played by talent management strategy in realization of succession management.

According to a study done by Doris Sims Spies (2017) to identify the Succession Planning and Management (challenges and solutions),various challenges and solutions were identified: managers and employees do not always follow through with development actions to develop successor candidates; business leaders don't understand the value of talent development and succession planning; inadequate resources needed to achieve success in succession management strategy; lack of skilled talent review succession meeting facilitators; and lack of clear career movement for top talent and successors. The research study recommended that for an effective implementation of succession management strategy the top management should commit to support all policies geared towards addressing succession gaps. Further studies should be done on the perception of employees on the commitment of top management on the implementation of succession management strategies.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter covers the methods which were used in collecting and analyzing data. It covers the following sub topics: research design, data collection and analysis.

3.2 Research design

The researcher used descriptive survey approach. Kombo and Tromp (2006) states that descriptive survey design helps to describe situations without making accurate predictions, and they do not determine cause and effect. According to Mugenda and Mugenda (2003), descriptive survey is used to obtain information concerning the current status of the phenomena to describe what exists with respect to variables, or by asking individuals about their perceptions towards a particular phenomenon. The researcher therefore systematically described the challenges affecting effective implementation of succession management strategy in the Civil Service of Kenya.

3.3 Target Population

The target population of this study comprised of the 42 Directors of HRM&D, since they are the ones who implement succession management strategies in the Ministries and State Departments in the civil service of Kenya. Census was be used since the target population understudy was very small; thus all the 42 Directors of HRM&D were involved in this study.

3.4 Data Collection

Primary data inform of questionnaire was used to collect data because it is the first hand informational. Tailor made questions helped in eliciting relevant data for purposes of meeting the objective of the study. The questionnaire consisted of section A which captured demographic data, section B the succession management strategies in the Public Service of Kenya, and section C, the challenges of succession management strategy. The questionnaires were dropped and picked later in order to give the respondents adequate time to fill the questionnaire.

3.5 Data Analysis

Data from the completed questionnaires were summarized and coded using SPSS. Descriptive statistics are brief descriptive coefficients that summarize a given data set, which can be either a representation of the entire or a sample of a population. Descriptive statistics such as measures of central tendency such as mean, median, and mode and measures of variability (spread) such as standard deviation were used to analyze the data. Data representation will be done through the use of percentages and frequency tables.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

The purpose of this study was to establish the challenges affecting effective implementation of succession management strategy in the Civil Service of Kenya. This chapter therefore illustrates on data analysis, findings, discussions, mean scores and standard deviations. Research findings are presented using tables and frequency distribution tables.

4.2 Response Rate

Out of 42 questionnaires distributed during the data collection exercise, 38 questionnaires were dully filled and returned. The questionnaires returned i.e. 38 translate to 96% response rate. As stated by Cohen (2000) a good response rate should be at least above 60% whereas 70% is rated very well. In relation to the response rate in this study it is evident that the response rate in this study is sufficient enough to draw inferences and draw conclusions o the research topic under study.

4.3 Demographic Profile

This study focused on 42 Directors of Human Resource Management and Development in the Civil Service of Kenya. The demographic information considered relevant in the study were: length of years in the service; length of years served in the Ministry/State Department; and level of education. This part was intended to access the ability of the respondents to answer the questions appropriately.

4.3.1 Length of Service

It is clear from the research findings that all the respondents under the study had worked for the Civil Service of Kenya for ten years and above The findings on the length of service is presented as in Table 4.1

Table 4. 1: Length of Service

Category	Frequency	Percent	Valid Percent	Cumulative Percent
10 – 14 years	6	15.8	15.8	15.8
15 – 19 years	32	84.2	84.2	100.0
Total	**38**	**100.0**	**100.0**	

Source: Author, 2019

Majority of respondents had worked for fifteen years and above in the Civil Service of Kenya implying that they had the much needed information on the topic understudy.

4.3.2. Level of Education

The research findings have demonstrated that the entire respondent had acquired Master degree and above and this is presented as in Table 4.2.

Table 4 2: Level of Education

Category	Frequency	Percent	Valid Percent	Cumulative Percent
Masters Degree	36	94.7	94.7	94.7
Phd	2	5.3	5.3	100.0
Total	**38**	**100.0**	**100.0**	

Source: Author, 2019

This implies that the Civil Service of Kenya emphasis on training and development of the top management level to ensure that they have the relevant skills and competences. In addition there were also other respondents who had acquired Doctoral studies.

4.3.3 Number of Years Worked in the Ministry/State Department

Number of years worked in the Ministry/State Department provided an evidence that the respondents were aware of the human resource master plans, human resource strategic plans workload analysis reports, the level of succession management strategy implementation and the challenges that were been faced in the process of addressing succession gaps. Research findings revealed that majority of the respondents had worked for more than five years in their current Ministry/State Department and this is presented as in Table 4.3.

Table 4 3: Number of Years Worked in the Ministry/State Department

Category	Frequency	Percent	Valid Percent	Cumulative Percent
0 – 4 years	23	60.5	60.5	60.5
5 – 9 years	15	39.5	39.5	100.0
Total	**38**	**100.0**	**100.0**	

Source: Author, 2019

4.4: Succession Management Strategy In The Public Service

This part of the study highlights the extent to which succession management strategy in the Civil Service was been implemented. The study sought respondent's views on the extent to which human resource master plan, human resource annual plans, talent management, leadership management programs, management trainee program, career management and development, performance management had been applied in the Civil Service of Kenya. The respondents were asked to indicate the agreement level using a scale of 1-5, where; 1-Strongly disagree, 2=disagree, 3= neither agree nor disagree (neutral), 4=agree and 5=strongly agree. The

tabulations averaged all the respondents' opinions for each question using measurers of central tendencies notably; means and standard deviation. For the interpretation of the score, mean (M) values; for $1 \geq M < 1.5$ will indicate that respondents strongly disagree, for $1.5 \geq M < 2.5$, will indicate that the respondents disagree, for $2.5 \geq M < 3.5$ will indicate that respondents have opted for a neutral position (neither agree nor disagree) for $3.5 \geq M < 4.5$ will indicate that respondents agree and finally for $4.5 \geq M \leq 5$ will indicate that respondents strongly agree. A standard deviation of > 1.5 means significance variance showing non consensus in the response while < 1.5 shows significant variance hence consensus in response.

4.4.1 Developing Human Resource Master Plan

The study sought to find out respondents' views on development of human resource master plan in enhancing implementation of succession management in the Civil Service of Kenya. The findings in Table 4.4 highlight the respondent's opinion on the levels at which human resource master plans had been developed and implemented in the Civil Service of Kenya. The findings show that respondents neither agree nor disagree (Mean=2.8158, SD=1.13555) that there is an updated database of skills and competences. The data analyzed further indicate that respondents neither agree nor disagreed (Mean=2.8158, SD=1.33265) that human resource master plan is linked to a five year strategic plan. The findings further indicates that respondents' disagree (Mean=2.1053, SD=1.29008) that there is a deliberate attempt in Civil Service of Kenya to implement Human Resource Master Plan.

It is clear from the research findings that respondents took a neutral stand when they were asked whether human resource master plans were linked to a five year strategic plans and skills inventories were updated. This implies that respondents

were not sure whether human resource master plans were linked to a five year strategic plan and skills inventory was updated. This may be an indication that some Ministries/State Departments may have aligned there strategic objectives with the human resource plans whereas others may have not.

Table 4.4: Developing Human Resource Plans

Statement	N	Mean	St. Deviation
There is an updated database of skills and competences in my organization	38	2.8158	1.13555
Human resource master plan is linked to a five year strategic plan	38	2.8158	1.33265
There is a deliberate attempt in my organization to implement human resource master plan	38	2.1053	1.29008
Average	**38**	**2.5786**	**1.,25276**

 (Source: Author, 2019)

The research findings in Table 4.4 implies that it would be very difficult to implement succession management strategy in the Civil Service since there was no uniformity in operationalizing and implementing human resource master plans and updating of skills inventory.

4.4.2 Development of Human Resource Annual Plans

The respondents' were asked to indicate the level at which development of human resource annual plans had been ensured in the Civil Service of Kenya. The findings in Table 4.5 present respondents opinions on the influence of human resource annual plans on succession management strategy implementation in the Civil Service. The findings indicate that

respondents' neither agreed nor disagreed (Mean=2.5789, SD=1.29008) that Succession management gaps had been identified across the Civil Service of Kenya.

The research findings further indicates that respondents 'disagreed (Mean=2.1579, SD=1.26334) that there was mobilization of required financial resources to address the succession management gaps in the Civil Service of Kenya. The findings show that respondents were in disagreement (Mean=2.1316, SD= 1.27705) that HR annual plans had been done and aligned to strategic plans. The findings demonstrate that respondents' disagreed (Mean=2.0000, SD=1.27343) that work load analysis to identify the right number of employee in the Civil Service had been done.

Table 4.5: Development of Human Resource Annual Plans

Statement	N	Mean	Std. Deviation
Succession Management gaps in my organization have been identified	38	2.5789	1.29008
My organization has mobilized the required financial resources to address the succession management gaps	38	2.1579	1.26334
My organization has already done HR Annual Plans and aligned them to the strategic objectives	38	2.1316	1.27705
My organization has already done work load analysis to identify the right number of employee	38	2.0000	1.27343
My organization has ensured optimal staffing levels with the best fit between employees and the jobs	38	2.0526	1.23089
Average	**38**	**2.1842**	**1.2666958**

Source: Author, 2019

Research findings further reveals that respondents disagreed (Mean=2.0526, SD=1.23089) that Civil Service of Kenya has ensured optimal staffing levels with the best fit between employees and the jobs. The research findings obtained demonstrates that there was inconsistency in operationalization and implementation of human resource annual plans, since respondents were

not sure whether succession gaps had been identified in their respective Ministries/State Departments. In addition the required financial resources to address the succession management gaps had not been provided in the human resource budgets; work load analysis to identify the right number of employee had not been done; optimal staffing levels with the best fit between employees and the jobs had not been ensured; and HR annual plans had not been aligned to strategic objectives of the respective Ministries/State departments. This implies that there was lack of monitoring and evaluation framework to access the level at which succession management practices were been implemented in the Civil Service.

4.4.3 Talent Management

The study sought to establish the extent to which talent management practice was been applied into the Civil Service of Kenya. The findings in Table 4.6 presents field data gathered on respondent's opinions on the extent to which talent practices had ensured implementation of succession management in the Civil Service. The findings indicate that respondents' disagreed (Mean=1.8158, SD=.95451) that Civil Service has ensured a pool of talented potential successors with requisite skills and competencies to replace those exiting the service and support knowledge transfer, employee development and replacement. The SD (.95451) which is less than 1 indicates that there was no consensus on responses given, since some respondents strongly agreed, agreed, strongly disagreed, disagreed and neither agreed nor disagreed

The research findings show that respondents disagreed (Mean=1.9737, SD=1.24892) that there is a well outlined process of developing talent in my organization. The data analyzed indicate that respondents disagreement (Mean=1.9737, SD=1.24892) that employees who are highly talented are retained in the Civil Service of Kenya through promotions and incentives. Further the research findings demonstrates that respondents disagreed (Mean=1.7632, SD=1.35279) that

there is a deliberate attempt in Civil Service of Kenya to develop employee's talent for purposes

of preparing them for future leadership positions

Table 4.6: Talent Management

Statement	N	Mean	Std. Deviation
My organization has ensured a pool of talented potential successors with requisite skills and competencies to replace those exiting the service and support knowledge transfer, employee development and replacement.	38	1.8158	.95451
There is a well outlined process of developing talent in my organization	38	1.7632	1.40121
Employees who are highly talented are retained in my organization through promotions and incentives.	38	1.9737	1.24892
There is a deliberate attempt in my organization to develop employee's talent for purposes of preparing them for future leadership positions	38	1.7632	1.35279
Average	**38**	**1.934225**	**1.2393575**

Source: Author, 2019

The research findings obtained demonstrates that there was no pool of talented potential

successors with requisite skills and competencies to replace those exiting the service and support

knowledge transfer, employee development and replacement. This is because there is no outlined

process of developing talent; hence there was no attempt in the Civil Service to develop

employee's talent for purposes of preparing them for future leadership positions. The research

further found out that employees who are highly talented were not retained in the Civil Service

through promotions and incentives. This implies that there were no effective talent management

policy guidelines in the Civil Service that can attract, develop and retain highly talented

employees.

4.4.4 Leadership Development and Management /Building Capacity Programs

The study sought to find out whether leadership development and management/capacity building programs existed in the Civil Service of Kenya and the extent they contributes to the attainment of succession management strategy. The findings in Table 4.7 presents respondent's opinion on the level at which leadership development and management programs had been implemented in the Civil Service of Kenya.

Table 4.7: Leadership Development and Management /Building Capacity Programs

Statement	N	Mean	Std. Deviation
My organization has a well-defined leadership and development programs	38	2.2105	1.04385
There is a well-defined process of identifying individuals with high leadership skills in my organization	38	1.6316	1.07606
There is well defined process of grooming potential leaders in my organization.	38	2.3421	1.21425
\My organization has implemented coaching and mentoring programs as outlined in the Civil Service succession management strategy	38	2.7105	1.35383
My organization has identified employees with extra ability to work performance and leadership qualities to be considered for higher positions	38	2.76316	1.28262
My organization has implemented job enlargement and job enrichment as outlined in the succession management strategy in the Civil Service	38	2.66418	1.22272
Average	**38**	**1.931526**	**1.99889**

Source: Author, 2019

The findings indicate that respondents disagreed (Mean=2.2105, SD=1.04385) that there was a well-defined leadership and development programs.

The field survey data shows that respondents strongly disagreed (Mean=1.6316 SD=1.07606) that there was a well-defined process of identifying individuals with high leadership skills in Civil Service of Kenya. The research findings further established that respondents disagreed (Mean=, 2.3421, SD=1.21425) that there was well defined process of grooming potential leaders in the Civil Service of Kenya. Other findings revealed that respondents neither agree nor disagreed (Mean=2.7105, SD=1.35383) that coaching and mentoring programs have been as outlined in the Civil Service succession management strategy. Research findings reveals that the respondents neither agree nor disagree (Mean=2.76316, SD=1.28262) employees with extra ability to work performance and leadership qualities have been identified and considered for higher positions in the Civil Service. The research findings established that respondents neither agreed nor disagreed (Mean= 2.66418, SD=1.22272) that the Civil Service of Kenya has implemented job enlargement and job enrichment as outlined in the succession management strategy.

The research findings established that there was no adequate leadership development programs in the Civil Service that can enable employees gain leadership skills for purposes of succession management across all the carders. This implies that leadership and development programs in the Civil Service were not well defined, since there were no clear policy guidelines for job enlargement, job enrichment, grooming successors, coaching, and mentoring of potential leaders. Respondents took a neutral stand whether employees with extra ability to work performance and leadership qualities to be considered for higher positions. This implies that there was inconsistency in implementation of the succession management strategy across the Civil Service.

4.4.5 Introduction of Management Trainee

The study sought to examine the extent to which management trainee program had been implemented in the Civil Service of Kenya and whether it had any impact on addressing succession management. The data in Table 4.8 presents respondents opinion on the level at which management trainee program had been incorporated in the Civil Service of Kenya and its impact on the succession management strategy implementation. Research findings demonstrate that respondents disagreed (2.2105, SD=1.04385) that the Civil Service of Kenya has recruited management trainees. The research findings further indicates that respondents disagreed (Mean=3.1053, SD=1.04385) that management trainee is currently viewed crucial in addressing succession gaps organizations.

Table 4.8: Introduction of Management Trainee

Statement	N	Mean	Std .Deviation
My organization has recruited management trainees	38	2.2105	1.04385
Management trainee is crucial in addressing succession gaps in my organization.	38	3.1053	1.35147
Average	**38**	**2.658**	**1.198**

Source: Author, 2019

The research findings demonstrates that despite introduction of management trainee program recently in the Civil Service, Ministries and State Departments were yet to recruit graduates for training purposes. The concept of management trainee in the Civil Service was not viewed as a crucial strategy of addressing succession gaps in the Civil Service; this is because respondents took a neutral stand on the role of management trainee in addressing succession gaps. This

implies that the policy guiding management trainee program in the Civil Service was not properly aligned with succession management strategy.

4.4.6 Career Management and Development

The data in table 4.9 presents the career management and development practices, mean and standard deviations on the respondents opinions on the extent to which career management and development practice has been implemented in the Civil Service of Kenya and its impact on succession management strategy implementation.

Table 4.9: Career Management and Development

Statement	N	Mean	Std, Deviation
My organization has developed distinct and concise job descriptions with clear responsibilities and academic professionals required at each grade.	38	2.2105	1.04385
Review and development of career progression guidelines for all cadres have been done	38	1.6316	.07606
My organization has implemented the new career progression guidelines/schemes of services	38	1.4316	1.11425
My organization has developed tailor made training programs to be in line with the new career progression guidelines.	38	2.7105	1.35383
My organization has been promoting employees once they are due	38	2.1316	1.1664
My organization has developed training programs that will lead to career growth and progression	38	2.76316	1.282612
Average	**38**	**2.146493**	**1.00616**

Source: Author, 2019

The findings indicate that the respondents disagreed (Mean=2.2105, SD=1.04385) that developed distinct and concise job descriptions with clear responsibilities and academic

professionals required at each grade. On the other hand findings show that respondents disagreed (Mean=1.6316, SD=07606) that there has been review and development of career progression guidelines/Schemes of work for all cadres in the Civil Service of Kenya.. Research findings further show respondents strongly disagreed (Mean=.1.4316, SD=1.11425), that the new career progression guidelines in the Civil Service of Kenya have been implemented.

The findings show that respondents neither agree, nor disagree (Mean=2.7105, SD=1.35383) that Civil Service of Kenya has developed tailor made training programs to be in line with the new career progression guidelines.

Further findings reveals that respondents' disagreed (Mean=2.1316, SD=1.1664). that Civil Service of Kenya promotes employees once they are due. Research findings reveal respondents neither agree nor disagree (Mean=2.76316, SD=1.282612) that there were training programs in the Civil Service of Kenya developed with the aim of ensuring career growth

The research findings demonstrate that not all careers in the Civil Service had distinct and concise job descriptions with clear responsibilities and academic professionals required at each grade. This is because there was a wide spread career plateau (stagnation) in the Civil Service, even despite of the new career progression guidelines. This implies that there was career plateau in the Civil Service and hence it would be very difficult to implement succession management strategy as it was envisioned. The need to fast track career progression in the Civil Service is required in order to address the succession gaps witnessed. Failure to develop tailor made training programs to be in line with the new career progression guidelines implies the lack of commitment to implement the new flexible career progression guidelines.

4.4.7 Performance Management

The data in table 4.10 presents the mean and standards deviation derived from the respondents opinions on the extent to which performance management was implemented in the Civil Service of Kenya and how it links to succession management strategy implementation.. The research findings demonstrates that respondents disagreed (Mean=2.3947, SD=1.44333) that career progression and appointment to higher positions was linked to performance. The research finding indicate that respondents disagree (Mean=2.1842, SD=1.11883) that performance appraisal in Civil Service of Kenya is taken seriously. The research findings show that respondents neither agree nor disagree (Mean=2.7895, SD=1.11883) that performance management helps in identifying potential leaders in the Civil Service of Kenya.

Table 4.10: Performance Management

Statement	N	Mean	Std. Deviation
My organization links career progression and appointment to higher positions on performance.	38	2.3947	1.44333
Performance Appraisal in my organization is taken seriously	38	2.1842	1.11883
Performance management helps in identifying potential leaders in my organization.	38	2.7895	1.29145
Average	**38**	**2.45613**	**1.284536**

Source: Author, 2019

This implies that there were those who strongly agreed, agree, disagreed and strongly disagreed on the statement that that performance management helps in identifying potential leaders in the Civil Service of Kenya. The findings demonstrates that there was no link between career progression and performance management in the Civil Service, and that performance appraisal was not taken seriously since it was not used as a gauge to identify highly potential leaders. This

implies that there were no policy guidelines to identify high achievers for appointment to higher positions. This calls for development of a policy that can be used to identify high flyers/achievers for appointment to higher positions rather than having a rigid scheme of service that only emphasis on academic qualifications.

4.5 Challenges of Succession Management Strategy Implementation.

This part of the study highlights the challenges of succession management strategy implementation strategy in the Civil Service of Kenya. The study sought respondent's views on lack of top management support; ageing workforce; lack of well-defined career progression guidelines; lack of effective talent management guideline policies; inadequate human resource plans; lack of leadership development programs; and shortage of critical skills. The respondents were asked to indicate the agreement level using a scale of 1-5 was used, where; 1-Strongly disagree, 2=disagree, 3= neither agree nor disagree, 4=agree and 5=strongly agree. The tabulations averaged all the respondents' opinions for each question using measurers of central tendencies notably; means and standard deviation. For the interpretation of the score, mean (M) values; for $1 \geq M < 1.5$ will indicate that respondents strongly disagree, for $1.5 \geq M < 2.5$, will indicate that the respondents disagree, for $2.5 \geq M < 3.5$ will indicate that respondents have opted for neither agree nor disagree (neutral position), for $3.5 \geq M < 4.5$ will indicate that respondents agree and finally for $4.5 \geq M \leq 5$ will indicate that respondents strongly agree. A standard deviation of > 1.5 means significance variance showing non consensus in the response while < 1.5 shows significant variance hence consensus in response.

4.5.1: Top Management Support

The study sought to find out respondents' views on the role top management Support in enhancing implementation of succession management in the Civil Service of Kenya. The data in

table 4.11 presents the respondents opinions on the extent to which lack of top management Support affected effective implementation of succession management strategy in the Civil Service of Kenya.

Table 4.11: Top Management Support

Statement	N	Mean	Std. Deviation
There is no support from the top management in relation to implementation of succession management strategy.	38	4.3947	.64021
Top management views succession management to be more suited to the senior positions only	38	2.4895	1.04385
The top management provides the much needed resources to implement succession management strategies.	38	3.8956	.83233
The top management does not view succession management strategy implementation as crucial to the attainment of organizational strategic objectives.	38	4.18944	.72541
The top Management views succession management strategy implementation as a function of human resource	38	3.92112	.89765
Average	**38**	**4,038072**	**.619124**

Source: Author, 2019

Research findings reveals respondents strongly agreed (Mean=4.3947 SD-.64021) that there is no support from the top management in relation to implementation of succession management strategy. The findings demonstrate that respondents agreed (Mean=2.4895 SD=1.04385) that top management views succession management to be more suited to the senior positions only. Research findings reveals that respondents agreed (Mean=3.8956'SD=.83233) that the top management provides the much needed resources to implement succession management strategies

The findings show that respondents strongly agree (Mean=4.18944=.83233) that the top management does not view succession management strategy implementation as crucial to the

attainment of organizational strategic objectives. Research findings indicates that respondents agree (Mean=3.92112, SD=.89765) that top Management views succession management strategy implementation as a function of human resource.

The research findings demonstrate a general view that there was no support from the top management in regard to the process of implementing succession management strategy in the Civil Service**.** The perception from the top management that succession management was more suited to senior positions only, succession management was not crucial to the attainment of organizational strategic objectives; and that succession management strategy implementation was a function of human resource demonstrates implies that there was no commitment at all. In addition failure by top management to mobilize financial resources for purposes of addressing career progression and recruitment of critical skills implies lack of commitment to address succession gaps even despite of massive exits been realized in the Civil Service.

4.5.2 Ageing Workforce

The study sought to establish the extent to which ageing workforce in the Civil Service of Kenya affected effective implementation of succession management strategy implementation. The data in Table 4.12 respondents' opinion on the status of ageing workforce and the extent to which efforts are been made to address massive exit from the Civil Service of Kenya due to normal retirement. The research findings indicate that respondents strongly agreed (Mean=4.3684, SD=.99786) that nearly half of the workforce was exiting from the Civil Service within the next 10 years,

The research findings shows that respondents strongly disagree (Mean=.2.1842, SD=1.35278) that out there was a deliberate attempt to recruit young professionals in order to address

succession gaps in the Civil Service of Kenya This implies that there were no much efforts been made to recruit young professionals to address succession gaps already existing across the Civil Service of Kenya,. Research findings further indicates that respondents disagree (Mean=2.4731, SD=1.50201) that there was a budget in place to replace all those employees who will be exiting the Civil Service.

Table 4.12: Ageing Workforce

Statement	N	Mean	Std. Deviation
Nearly half of workforce in my organization is exiting within the next ten years.	38	4.3684	.99784
There is a deliberate attempt to recruit young professionals in order to address succession gaps in my organization	38	2.1842	1.35278
There is already a budget in place to replace all those employees who will be exiting this year	38	2.4731	1.50201
Average	**38**	**3.0085**	**1.28421**

Source: Author, 2019

The research findings demonstrates that despite half of workforce in Civil Service exiting within the next ten years there was no deliberate attempt to recruit young professionals in order to address succession gaps. Failure to have adequate financial resources in HR budgets and employment embargo has worsened the situation. This implies that there was no proactive approach in place to address replacement of employees exiting the Civil Service even despite the massive exits, This situation will greatly affect service delivery if there will be no action oriented proactive measures in place.

4.5.3 Well Defined Career Progression Guidelines

This study sought to establish the extent to which well-defined career progression guidelines influenced effective implementation of succession management strategy in the Civil Service of Kenya. The data in Table 4.13 respondents opinions on the extent to which wide spread career stagnation (plateau) across all the cadres, contradicting succession management policies and how continued use of schemes of service has greatly affected effective implementation of succession management in the Civil Service of Kenya.

The findings show that respondents strongly agreed (Mean=4.3684, SD=.71361) that there is a wide spread career stagnation (plateau) across all the cadres in the Civil Service of Kenya Civil Service of Kenya. This is an indication that due wide succession gaps it will be difficult to address succession management challenges in the Civil Service of Kenya.

Table 4.13: Well Defined Career Progression Policy Guidelines

Statement	N	Mean	Std. Deviation
There is a wide spread career stagnation (plateau) across all the cadres.	38	4.3684	.71361
Contradicting policy guidelines regarding career progression has contributed to serious succession gaps in my organization	38	3.8158	1.11149
Use of schemes of service has greatly contributed to succession gaps in my organization.	38	4.0000	1.111501
Average	**38**	**4.0614**	**0.978867**

Source: Author, 2019

Research findings demonstrates that respondents strongly agreed (Mean=4.0000, SD= 1.111501) that use of schemes of service has greatly contributed to succession gaps in mthe Civil Service of Kenya. Research findings further reveals that respondents agreed respondents agree

(Mean=,3.8158 SD=1.11149) that contradicting policy guidelines regarding career progression has contributed to serious succession gaps in the Civil Service of Kenya.

The research findings demonstrates that even despite development of flexible career progression guidelines, schemes of service have continued to be used as a framework for vertical movement in the Civil Service. This reality coupled with contradicting career progression policy has contributed to wide spread career stagnation (plateau) across all the cadres. This implies that there were no well-defined career progression policy guidelines in the Civil Service that can address succession gaps.

4.5.4 Effective Talent Management Guideline Policy

The research study sought out to establish the extent to which talent management guideline policy influences implementation of succession management strategies in the Civil Service of Kenya. The findings in Table 4.14 presents field data gathered on respondents' opinions on lack of effective talent management guideline policy at its influence on implementation of succession management strategy of the Civil Service of Kenya.

The research findings revealed that respondents agree (Mean=3.5203, SD=1.50201) that there were no well-defined talent management policy guidelines in the Civil Service of Kenya. This implies that it will be very difficult to address succession gaps if in the Civil Service if proper talent management policy guidelines will not be constituted. Research findings further found out that respondents neither disagree nor agree (Mean=.2.7632, SD=1.26136) that employee's talents are developed with the view of ensuring a pool of potential successors in the Civil Service of Kenya.

Research findings show that respondents disagree (Mean=2.3947, SD=1.12801) that appointment to higher positions is based on talent and work performance demonstrated. This implies that even those who had demonstrated unique talents and extra work capabilities were not considered for higher appointment. Only Further findings revealed that respondents disagreed (Mean=2.1842, SD=1.08691) that there was a talent management data base in place which can be used to make well informed succession management decisions.

Table 4.14: Talent Management Guideline Policy

Statement	N	Mean	Std. Deviation
There are no well-defined talent management policy guidelines in my organization	38	3.5203	1.50201
Employee's talents are developed with the view of ensuring a pool of potential successors.	38	2.7632	1.26136
Appointment to higher positions is based on talent and demonstrated performance.	38	2.3947	1.12801
There is a talent management data base in place which can be used to make well informed succession management decisions	38	2.1842	1.08691
Average	**38**	**2.7156**	**1.24457**

Source; Author, 2019

This research findings implies that Civil service of Kenya was not aware of what kind of unique talents its employees had, this portrays a sad state that it would not be possible to manage what it already have. The research findings demonstrate that respondents took a neutral stand regarding whether talent management policy guidelines were well-defined; and employee's talents were developed with the view of ensuring a pool of potential successors. This implies that there was no clear and visible talent management guideline policy in the Civil service that can be able to address succession gaps. There was no talent management data base in place which can be used

to make well informed succession management decisions and hence appointment to higher positions was not based on talents demonstrated. This implies that the Civil Service was highly dependent on rigid schemes of service as the means of ascending to higher positions.

4.5.5 Human Resource Plans

The study sought to find out the extent to which human resource plans affected effective implementation of succession management strategy in the Civil Service of Kenya. The study sought out respondents opinions on the extent to which human resource plans influenced implementation of succession management strategy in the Civil Service of Kenya. The findings in table 4.15 presents field data gathered on respondent's opinion on the inadequate human resource plans.

Table 4.15: Human Resource Plans

Statement	N	Mean	Std. Deviation
Annual HR Plans are fully implemented in my organization	38	1.84211	1.027364
Human Resource planning in my organization is linked to the strategic plan.	38	2.6316	1.68406
There is an updated skills inventory in my organization to guide in deployment of employees	38	3.0000	1.35557
Average	**38**	**2,491236**	**1.35566**

Source: Author, 2019

The findings indicate that respondents disagreed (Mean=1.84211, SD=1.027364) that annual HR Plans are fully implemented in the Civil Service of Kenya. The research findings further revealed that respondents neither agreed nor disagreed (Mean=2.6316, SD=1.68406) that human resource planning In Civil Service of Kenya is linked to the strategic plan. This implies that there were varied views as t whether human resource planning in the Civil Service of Kenya is linked to the

strategic plan.. In addition the research findings demonstrates that respondents neither disagree nor agree (Mean=3.0000, SD=3.0000) that there is an updated skills inventory in my organization to guide in deployment of employees.

The research findings demonstrate that respondents were not sure whether there was an updated skills inventory in the Civil Service to guide in deployment of employees. In addition annual HR Plans were not fully implemented and linked to strategic plan. This implies that human resource plans in the Civil Service were not viewed as critical in attaining Ministry's'/State Departments' strategic objectives.

4.5.6 Leadership   Programs

The study sought to establish the extent to which leadership programs affects effective implementation of succession management strategy in the Civil Service of Kenya. The study sought respondent's opinions on the influence of lack of leadership programs on the implementation of succession management strategy in the Civil Service of Kenya. The findings in Table 4.16 presents field data gathered on respondents' opinion on the impact of lack of leadership programs on implementation of succession management strategy. The findings indicate that respondents disagree (Mean= 1.7632, SD=1.112548) that there were no adequate financial resources for training and development in the Civil Service of Kenya. The research further revealed that respondents disagree (Mean= 2.2105, SD=1.35881) that leadership and development capacity programs are properly tailor made to address succession gaps in the Civil Service of Kenya. This may be an indication that those who have undergone leadership and development programs have not been promoted to senior positions. Further the research findings indicate that respondents disagreed (Mean=2.3158, SD=1.41622) that acquisition of additional skills and competencies is encouraged.

Research findings demonstrates that there were inadequate resources for training and development and that leadership development/capacity building programs were not adequately tailor made to address succession gaps. This implies that training was only limited to few individuals in senior positions hence leaving out those employees in middle and lower carders. This may be an indication that succession management was only meant for senior employees only, since training was skewed towards them.

Table 4.16: Leadership Programs

Statement	N	Mean	Std. Deviation
There are adequate resources for training and development in my organization.	38	1,7632	1.12548
Leadership and development capacity programs are properly tailor made to address succession gaps	38	2.2105	1.35881
Acquisition of additional skills and competencies is encouraged in my organization.	38	2.3158	1.41622
Average	**38**	**2.0965**	**1.30017**

Source: Author, 2019

The research findings in Table 4.16 implies that despite of having leadership programs in the Civil Service they were not adequate enough to provide skills and competencies in readiness to address succession gaps. Further the research findings implies that leadership training programs as a result of limited financial resources only target senior employees, hence leaving majority of employees in the lower carders.

4.5.7 Critical Skills and Competences

The study sought to establish the influence of critical skills and competences on the implementation of succession of management strategy of the Civil Service of Kenya. The study sought respondent's opinion on the extent to which influence critical skills and competences had

on implementation of succession management in the Civil Service of Kenya. The findings in Table 4.17 presents field data gathered on respondents opinions on the shortage of critical skills and competences. Research findings revealed that respondents agreed (Mean=4.11053, SD=.89411), that there is acute shortage of critical skills and competences in the Civil Service of Kenya. This implies that there was need to address succession gaps to avoid interruption of key services in the Civil Service of Kenya.

Table 4.17: Critical Skills and Competences

Statement	N	Mean	Std. Deviation
There is acute shortage of critical skills and competences in my organization.	38	4.11053	.89411
There is a deliberate attempt to acquire and develop both technical and support skills in my organization.	38	2.57889	1.32811
My organization is encouraging employees to acquire critical skills and competencies required for purposes of re-designation	38	2.6816	1.12517
Average	**38**	**3.12367**	**1.115796**

Source: Author, 2019

Research findings further shows that respondents neither disagreed nor agreed (Mean=2.57889, SD=1.32811) that there is a deliberate attempt to acquire and develop both technical and support skills in the Civil Service of Kenya Research findings shows respondents neither disagreed nor agreed (Mean=2.6816, SD= 1.12517) that employees in the Civil Service of Kenya were encouraged to acquire critical skills and competencies required for purposes of re-designation. The research findings demonstrate that there was acute shortage of critical skills and competences in the Civil service; and that there was no deliberate attempt to acquire and develop both technical and support skills. This implies there were no adequate resources for recruiting

and developing critical skills to address succession gaps. In addition employees were not encouraged to acquire critical skills and competencies required for purposes of re-designation. This implies that the Civil Service does not have a flexible career progression guideline policy that allows for both horizontal and vertical movement of employee.

4.6 Discussion of the findings

The study was to establish the challenges affecting effective implementation of succession management strategy in the Civil Service of Kenya. The study incorporated six succession management practices as outlined in Civil Service of Kenya succession management strategy blue print. These succession management strategies include: developing human resource master plans; developing human resource annual plans; talent management; leadership management/capacity building programs; career management and development; and performance management.

The research findings have revealed that the Civil Service of Kenya had no well-defined talent management policy guidelines and that there was no defined process of identifying employees with unique talents. This was in line with a study done by Nobel (2009) ''on the need to develop employees for top management positions', which established that organizations without a well-defined talent management strategy do not guarantee leadership continuity across all the levels and that there was a likelihood that unutilized talents will look for new avenues where their talents can be developed and utilized. A good succession management strategy should therefore embrace talent development and management practices; effective career progression guidelines; effective performance systems, leadership development programs; and strategic human resource plans.

The study findings have found out that the Civil Service of Kenya to some extent has developed human resource master plans that are linked with strategic human resource needs of the respective Ministries and State Departments. This is in line with Rothwell (2007) who argued that a good succession management strategy envisions the future human resource needs of an organization. Despite of the reality that there was a deliberate attempt in the Civil Service to develop human resource master plans, the challenge to implement them due to lack of adequate financial resources. The study revealed that Ministries and State Departments were not in a position of mobilizing the required financial resources to address succession gaps. This implies that even after developing very good human resource plans and reports on how to undertake succession gaps nothing much will be achieved in the near future due to inadequate funding.

The war on talent has not spared the Civil Service of Kenya because research findings have revealed that there were acute shortage of critical skills and that employees who are highly talent were not retained through promotions and incentives. This greatly has affected effective implementation of succession management strategy in the Civil Service. As advocated by Stephen (2015), the" war for talent" has focused on attracting "the best "employees in order to foster a completive advantage in the corporate sector. Talent has therefore become the key differentiator for human capital management and for leveraging competitive advantage in today's business environment (Bhatnagar, 2004).

The study established that Civil Service had no well outlined leadership management and capacity building programs that were meant to groom potential leaders. The research findings have found out that coaching and mentoring programs as outlined in the Civil Service succession management strategy were not been practiced. This possess as a great challenge since grooming of leaders should be done in house through coaching and mentoring.. Further research findings

have found out that there was no well-defined process of identifying employee with high leadership skills. Research findings have shown a significant growth on embracing management trainee program in the Civil Service. The findings revealed that there is an agreement that management trainee programs can to an extent address succession gaps.

Research findings reveals that career progression in the Civil Service was not taken seriously since there was wide spread career plateau (stagnation) even despite of Ministries and State Departments having clear job descriptions. Further the findings have found out that the new career progression guidelines developed had never been implemented and tailor made training programs in line with the career guidelines had not been developed. This is in line with studies by Strenger and Carlom (2008) who established that organizations without effective and flexible career development policies could not guarantee employee retention and motivation. Organizations have therefore realized the need to embrace career management as a critical component of HRM as it impacts on employee motivation as well as retention of suitably qualified staff and therefore, is a key component of succession management. Strenger and Carlom (2008) further argue that those organizations that do not have a well-defined career progression policy guideline is likely to have difficulties in addressing succession gaps due to career plateau. This reality is in line with the situation in the Civil Service of Kenya where a wide spread career plateau is realized.

Research findings have established that performance appraisal was not taken seriously in the Civil Service of Kenya. This is in line with a study by Dominique, (2018) which established that organizations without effective performance management policies were likely to garble with challenges of identifying high achievers for purposes of developing them for future leadership positions. The study findings revealed that performance management did not guarantee

appointment to higher positions in the Civil Service of Kenya. Performance management has become an important criterion of identifying highly potential employees for the purpose of filing in key positions in an organization. Performance management also helps in identifying employees with high potential but potential but with average performance such a move helps in developing tailor made programs that are meant to unlock their potential.

.Research findings established that nearly half of the workforce in the Civil Service will be exiting within the next 10 years. This possess as a great challenge towards addressing succession gaps bearing in mind Ministries and State Department were not able to mobilize the much needed financial resources to recruit. The need to have a proactive approach in replacing the ageing workforce in Civil Service is urgently required. This is in line with studies done by Neetha (2018) who found out that by the year 2020, most global organizations will lose 40 percent of their top executives and other key positions, leaving a vacuum that has to be filled by the rising stars in the companies, and therefore there was need to develop succession management strategies that can address these gaps.

It is evident from the research findings that top management level for a while has distanced itself from succession management strategy implementation and views it as an HR function and that only key top management positions should be filled only. The research findings reveal that the top management does not provide the much needed resources to address succession management in the Civil Service. Further findings indicated that there were varied views that the top management did not view succession management strategy implementation as crucial to the attainment of organizational strategic objectives. This was in line with a study done by Conger and Fulmer, (2012) who established that lack of top management support possess as a major threat towards actualizing succession management strategy

The research study reveals that the Civil Service of Kenya does not have database for employees' skills, competencies and talents. Such a situation does not allow the Civil Service of Kenya an opportunity to develop a strategic human resource decisions. This is in line with a study by Korn Ferry (2014) on challenges facing succession planning, who established that the greatest challenge facing succession management is failure to have the right data to inform decisions regarding succession management planning. Organizations therefore ought to develop database consisting of the competences, skills and talents of every individual employee..

Generally the research findings reveals that inadequate human resource plans, lack of top management support, inadequate financial resources, lack of well-defined career progression and ageing workforce were the major challenges affecting effective implementation of succession management strategy in the Civil Service of Kenya. This is in line with a study done by Doris Sims Spies (2017) established that; lack of talent development policy ; inadequate resources needed to achieve success in succession management strategy; lack of critical skills; and lack of clear career movement for top talent and successors were major challenges affecting implementation of succession management.. The research study by Doris Sims Spies (2017) recommended that for an effective implementation of succession management strategy the top management should commit to support all policies geared towards addressing succession gaps.

CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This is the final chapter of this research, which presents summary of the findings, conclusions, recommendations and areas for further research. It contains discussions of these findings, implication and recommendation of the research study. The results were centered on determine the challenges affecting effective implementation of succession management strategies in the Civil Service of Kenya.

5.2 Summary of Findings

The study sought to find out respondents' views on development of human resource master plan in enhancing implementation of succession management in the Civil Service of Kenya. It is clear from the research findings that to some extent some Ministries had updated database of skills and competences, human Resource Master Plans were linked to a five year strategic plan, however there was no deliberate attempt to implement human resource master plans in the Civil Service of Kenya. This implies that it would be very difficult to implement succession management strategy in the Civil Service since there was no commitment to operationalize and implement human resource master plans.

The research findings obtained demonstrates that there was inconsistency in operationalization and implementation of human resource plans, respondents were not sure whether succession gaps had been identified in their respective Ministries/State Departments. In addition the required financial resources to address the succession management gaps had not been provided in the human resource budgets; work load analysis to identify the right number of employee had

not been done; optimal staffing levels with the best fit between employees and the jobs had not been ensured; and HR annual plans had not been aligned to strategic objectives of the respective Ministries/State departments. This implies that there was lack of monitoring and evaluation framework to access the level at which succession management practices were been implemented in the Civil Service.

The study sought to establish the extent to which talent management practice was been applied into the Civil Service of Kenya. The research findings obtained demonstrates that there was no pool of talented potential successors with requisite skills and competencies to replace those exiting the service and support knowledge transfer, employee development and replacement. This is because there was no outlined process of developing talent; hence there was no attempt in the Civil Service to develop employee's talent for purposes of preparing them for future leadership positions. The research further found out that employees who are highly talented were not retained in the Civil Service through promotions and incentives. This implies that there was no effective talent management policy guidelines in the Civil Service of Kenya to attract, develop and retain highly talented employees.

The study sought to find out whether leadership development and management/capacity building programs existed in the Civil Service of Kenya and the extent to which they contributed to the attainment of succession management strategy. The research findings established that there was no adequate leadership development programs in the Civil Service that can enable employees gain leadership skills for purposes of succession management across all the carders. This implies that leadership and development programs in the Civil Service were not well defined, since there was no clear policy guidelines for job enlargement, job enrichment, grooming, coaching, and mentoring of potential leaders were not appropriately visible in the Civil Service.

The study sought to examine the extent to which management trainee program had been implemented in the Civil Service of Kenya and whether it had any impact on addressing succession gaps. The research findings demonstrates that despite introduction of management trainee program recently in the Civil Service, Ministries and State Department are yet to recruit graduates for training purposes. The concept of management trainee in the Civil Service was not viewed as a crucial strategy of addressing succession gaps. This is because respondents took a neutral stand on the role of management trainee in addressing succession gaps. This implies that the policy guiding management trainee program in the Civil Service was not properly aligned with succession management strategy.

The research findings demonstrate that not all careers in the Civil Service had distinct and concise job descriptions with clear responsibilities and academic professionals required at each grade. This is because there was a wide spread career plateau (stagnation) in the Civil Service, even despite of the new career progression guidelines. This implies that there was career plateau in the Civil Service and hence it would be very difficult to implement succession management strategy as it was envisioned. The need to fast track career progression in the Civil Service is required in order to address the succession gaps witnessed. Failure to develop tailor made training programs to be in line with the new career progression guidelines implies the lack of commitment to implement the new flexible career progression guidelines.

The findings demonstrates that there was no link between career progression and performance management in the Civil Service, and that performance appraisal was not taken seriously since it was not used as a gauge to identify highly potential leaders. This implies that there were no policy guidelines to identify high achievers for appointment to higher positions. This calls for development of a policy that can be used to identify high flyers/achievers for appointment to

higher positions rather than having a rigid scheme of service that only emphasis on academic qualifications.

The research findings demonstrate a general view that there was very minimal support from the top management in regard to the process of implementing succession management strategy in the Civil Service**.** The perception from the top management that succession management was more suited to the senior positions only, it was not crucial to the attainment of organizational strategic objectives; and that succession management strategy implementation was a function of human resource demonstrates there was very minimal commitment. In addition failure by top management to mobilize financial resources for purposes of addressing career progression and recruitment of critical skills implies lack of commitment to address succession gaps even despite of massive exits been realized in the Civil Service.

The study sought to establish the extent to which ageing workforce in the Civil Service of Kenya affected effective implementation of succession management strategy. The research findings demonstrates that despite of nearly half of workforce in Civil Service exiting within the next ten years, there was no deliberate attempt to recruit young professionals in order to address succession gaps. Failure to have adequate financial resources in HR budgets and employment embargo has worsened the situation. This implies that there was no proactive approach in place to address replacement of employees exiting in the Civil Service even despite the massive exits, This situation will greatly affect service delivery if there will be no action oriented proactive measures in place.

This study sought to establish the extent to which well-defined career progression guidelines influenced effective implementation of succession management strategy in the Civil Service of Kenya. The research findings demonstrates that even despite development of flexible career

progression guidelines, schemes of service have continued to be used as framework for vertical movement in the Civil; Service. This reality coupled with contradicting policy guidelines regarding career progression has contributed to wide spread career stagnation (plateau) across all the cadres. This implies that there was no well-defined career progression policy guidelines in the Civil Service that can address succession gaps.

The research study sought out to establish the extent to which talent management guideline policy influences implementation of succession management strategies in the Civil Service of Kenya. The research findings demonstrate that respondents took a neutral stand regarding whether talent management policy guidelines were well-defined; and employee's talents were developed with the view of ensuring a pool of potential successors. This implies that there was no clear and visible talent management guideline policy in the Civil service that can be able to address succession gaps. There was no talent management data base in place which can be used to make well informed succession management decisions and hence appointment to higher positions was not based on talent and performance demonstrated. This implies that the Civil Service was highly dependent on rigid schemes of service as the means of ascending to higher positions.

The study sought to find out the extent to which human resource plans affected effective implementation of succession management strategy in the Civil Service of Kenya. The research findings indicate that respondents were not sure whether there was an updated skills inventory in the Civil Service to guide in deployment of employees. In addition annual HR Plans were not fully implemented and linked to strategic plan. This implies that human resource plans in the Civil Service were not viewed as critical in attaining Ministry's'/State Departments' strategic objectives.

The study sought to establish the extent to which leadership programs affects effective implementation of succession management strategy in the Civil Service of Kenya. Research findings demonstrates that there were inadequate resources for training and development and that leadership development/capacity building programs were not adequately tailor made to address succession gaps. This implies that despite of having leadership programs in the Civil Service they were not adequate enough to provide skills and competencies in readiness to address succession gaps. Leadership training programs due to limited financial resources only targeted training of senior employees hence leaving majority of employees in the lower carders.

The study sought to establish the influence of critical skills and competences on the implementation of succession of management strategy of the Civil Service of Kenya. The research findings demonstrate that there was acute shortage of critical skills and competences in the Civil service; and that there was no deliberate attempt to acquire and develop both technical and support skills. This implies that there were no adequate financial resources for recruiting and developing critical skills to address succession gaps. In addition employees were not encouraged to acquire critical skills and competencies required for purposes of re-designation. This implies that there was no flexible career progression guideline policy in the Civil Service that allows for both horizontal and vertical movement of employee.

5.3 Conclusion

The study examined the challenges affecting effective implementation of succession management strategy in the Civil Service of Kenya. The study examined the extent to which various succession management strategies such as developing human resource master plans; development of human resource annual plans; talent development programs; leadership

development and management programs; management trainee programs; career management and development; and performance management in the Civil Service of Kenya were been applied. The succession management strategies were not fully implemented and that there was disparity in the extent to which Ministries/State Departments had addressed succession gaps. Generally there was no deliberate attempt to have a more coordinated process of ensuring uniformity in adoption and implementation of each strategic objective as outlined in the succession management strategy in the Civil Service of Kenya. This disparity in implementation and lack of deliberate attempt to address succession management strategy in the Civil Service of Kenya acts as a major drawback to the attainment of the Agenda Four items and Vision 2030 as outlined in the Governments development blue print.

Lack of adequate human resource plans and failure to link them with the Ministries/State Departments' strategic objectives acts as an evidence that there was no deliberate attempt to ensure optimal staffing levels that can guarantee efficient delivery of services in the Civil Service sector. This study therefore concludes that development of human resource master plans with strict time lines in terms of implementation will help in addressing the acute shortage of employees experienced in the Civil Service of Kenya across all the levels. Identification of the available skills and competences, workload analysis and mobilization of financial resources required for recruitment would help in .addressing succession gaps been experienced currently in the Civil Service of Kenya.

Career management and development strategies in the Civil Service of Kenya were not friendly and that there was wide spread career stagnation (career plateau) across all the carders. The Civil Service of Kenya despite of having developed distinct and concise job descriptions with clear responsibilities and academic professionals required at each grade, employees were still not

promoted to the next grade when due. Effective career progression guidelines were present, however the challenge has been failure to implement them as stipulated in the schemes of service. The research study therefore concludes that there was a wide spread career plateau among employees of the Civil Service of Kenya and that it would be very difficult to address succession gaps without fast tracking career progression of employees across all levels.. Management trainee program in the Civil Service has taken root however embracing it without addressing career progression of employees' wont address succession gaps.

Performance management in the Civil Service of Kenya was not taken seriously. The Civil Service of Kenya despite of having an elaborate performance management system does not link up high achievers with appointment to higher positions.. The study concludes that performance management was not necessary linked to career progression since there was a wide spread career plateau across the Civil Service of Kenya. This generally affects effective implementation of succession management strategy in the Civil Service of Kenya.

Top management in the Civil Service of Kenya was not in support of succession management process. The top leadership viewed succession management to be more aligned to the senior positions only this detonates the reasons as to why there were wide spread career stagnation(plateau) in the lower levels of the Civil Service of Kenya. The failure by the top management to view succession management strategy as crucial in attaining Ministry's'/State Departments' strategic objectives was lacking. The failure by the top management in the Civil Service of Kenya to provide the much needed financial resources to address succession gaps and the perception that succession management is a function of human resource manager makes it difficult to attain its success. This study therefore concludes that nothing much will be achieved

in the Civil Service in relation to addressing succession gaps if the top management will not support the entire process.

The study identified ageing workforce as a reality in the Civil Service of Kenya. The Civil Service of Kenya comprises of ageing workforce which will be exiting in the next ten to fifteen years. Despite of this reality the Civil Service of Kenya is not having a deliberate attempt to avert this crisis since employment embargo ha=s been in place for the last five years. Coupled with career plateau, ageing workforce in the Civil Service acts as a major hindrance towards implementation of succession management strategy. The study concludes that if there will be no deliberate attempt to recruit and address career progression delivery of services will be affected.

There were no clear progression guidelines due to contradicting policy guidelines issued by PSC from time to time hence disadvantaging the lower and middle carders. The schemes of service did not provide any room for high achievers to ascent to higher positions despite of having demonstrated high performance and leadership qualities. The research study concludes such scenarios do not provide a favorable environment through which succession gaps could be addressed in the Civil Service of Kenya.

Talent management practice is a crucial strategy aimed at identifying and developing a pool; of potential successors. Talent management in the Civil Service was invisible since there were no well-defined talent management policy guidelines. Appointment to higher positions was not based on talents demonstrated and employees' talents were developed for the purposes of ensuring a pool of potential successors. The study concludes that those employees with unique talents in the Civil Service were not guaranteed to be appointed to higher positions.

5.4 Recommendations for Policy and Practice

The research study recommends that in order to ensure effective implementation of succession management strategy in the Civil Service of Kenya, a proactive approach needs to be adopted. The study recommends that the top management in the Civil Service of Kenya should support implementation of succession management strategy as envisioned in order to avert acute shortage of critical skills. The study recommends the need to develop flexible career progression guidelines that will guarantee higher achievers faster movement in the hierarchy.

The study also recommends provision of adequate financial resources to recruit young professionals for purposes of replacing ageing employees who are due to exit the service in the next ten to fifteen years.. The need to unfreeze recruitment in the Civil Service is very critical in order to address acute shortages and address succession gaps across the Civil Service of Kenya. The researcher recommended policy formulation on talent management, leadership development and management programs, management trainee program and strategic human resource management process. Policy guidelines along these succession management practices will provide a clear picture on how they should be implemented in the Civil Service of Kenya. Such policy guidelines will address the contradiction of policy guidelines that arises from time to time.

5.5 Limitations for the Study

The researcher experienced the challenge of limited scope and time. The method of data used was questionnaire method; some of the respondents were very busy and since the respondents were at management level needed an assurance that the information given would be used for research purpose as intended. The researcher however provided an introductory letter from the university and assured the respondents that the information given would be strictly used for

academic purpose. Data was collected from the respondents on the Ministries/State Departments whose sample may not be a representative of the entire Civil Service of Kenya. Nonetheless, the limitations outlined from this research study did not have any adverse effects on the findings.

5.6 Suggestions for Further Research

The researcher sought to establish the challenges affecting effective implementation of succession management strategy in the Civil Service of Kenya. The study recommends that similar study be undertaken in the State Corporations of Kenya in order to draw areas of similarities. There is a deliberation that implementation of succession management strategy in the entire Public Sector is a very expensive affair.

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APPENDIX: QUESTIONNAIRE

Dear Sir / Madam,

I am Musyoki Alexander Muthini working as a Human Resource Management and Development officer in the State Department for Infrastructure and currently pursuing Master of Science Degree in Human Resource Management at the University of Nairobi. As part of the university requirement I am conducting a survey on "**Challenges Affecting Effective Implementation of Succession Management Strategy in the Civil Service of Kenya''.** Your input into this questionnaire will go a long way in enhancing human resource decision making in the Civil Service of Kenya and the Public Sector at large, Your participation and opinion will be be highly appreciated.

Yours Sincerely,

…………………………………………

MSC in HRM Student (UoN)

SECTION A: GENERAL INFORMATION

The following four questions are concerned with demographic data of the respondents. Please, indicate your selection by checking the box which describes your demographic characteristics.

1. What is your age? Tick (√) where appropriate.

AGE GROUP					
Below 25	25-34	35-44	45-54	55-64	Above 65
``					

2. What is your gender? Tick (√) where appropriate

GENDER	
MALE	
FEMALE	

3. How long have you worked in the Civil Service? Tick (√) where appropriate.

YEARS OF SERVICE				
0 – 4 Years	5 – 9 Years	10-14 Years	15- 19 years	Over 20 years

4. How long have you worked in this Ministry/State Department?

YEARS OF SERVICE				
0 – 4 Years	5 – 9 Years	10-14 Years	15- 19 years	Over 20 years

5. Education Background? Tick (√) where appropriate.

LEVEL OF EDUCATION			
Undergraduate	Graduate	Post Graduate	Professional Qualifications

SECTION B: SUCCESSION MANAGEMEMT STRATEGY IN THE PUBLIC SERVICE

6. Below are succession management strategy interventions in the Public Service. Please indicate the extent to which the following succession management strategies are applied in your organization?

RATINGS O THE LEVELS OF AGREEMENT				
1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

S/NO.	Statements	Ratings				
		1	2	3	4	5
	Developing Human Resource Master Plan					
1	There is an updated database of skills and competences and in my organization.					
2	Human Resource Master Plan is linked to a five year strategic plan.					
3	There is a deliberate attempt in my organization to implement Human Resource Master Plan.					
	Development of Human Resource Annual Plans					
1	Succession management gaps in my organization have been identified.					

2	My organization has mobilized the required resources to address the succession management gaps existing.					
3	My organization has already done HR Annual plans and aligned them to the strategic objectives.					
4	My organization has already done work load analysis to identify the right number of employees.					
5	My organization has ensured optimal staffing levels with the best fit between employees and the jobs.					
	Talent Management					
1.	My organization has ensured a pool of talented potential successors with requisite skills and competencies to replace those exiting the service and support knowledge transfer, employee development and replacement.					
2.	There is a well outlined process of developing talent in my organization**.**					
3	Employees who are highly talented are retained in my organization through promotions and incentives.					
4.	There is a deliberate attempt in my organization to develop employee's talent for purposes of preparing them for future leadership positions.					
	Leadership and Management Building Capacity Programme					
1.	My organization has a well-defined leadership and development programs.					
2	There is a well-defined process of identifying individuals with high leadership skills in my organization.					
3	There is well defined process of grooming potential leaders in my organization.					
4	My organization has implemented coaching and mentoring programs as outlined in the Civil Service succession management strategy.					
5	My organization has identified employees with extra ability to work performance and leadership qualities to be considered for higher positions.					

6	My organization has implemented job enlargement and job enrichment as outlined in the succession management strategy in the Civil Service.					
	Introduction of Management Trainee Programme					
1	My organization has recruited management trainees.					
2	Management trainee is crucial in addressing succession gaps in my organization.					
	Career Management and Development					
1	My organization has developed distinct and concise job descriptions with clear responsibilities and academic professionals required at each grade.					
2	Review and development of career progression guidelines/Schemes of work for all cadres have been done.					
3.	My organization has implemented the new career progression guidelines/schemes of services					
4	My organization has developed tailor made training programs to be in line with the new career progression guidelines/schemes of work					
5	My organization has been promoting employees once they are due					
6	My organization has developed training programs that will lead to career growth and progression.					
	Performance Management					
1.	My organization links career progression and appointment to higher positions on performance.					
2	Performance Appraisal in my organization is taken seriously.					
3	Performance management helps in identifying potential leaders in my organization.					

SECTION C: CHALLENGES OF SUCCESSION MANAGEMENT STRATEGYIMPLEMENTATION

7. Please indicate your level of agreement with respect to the following Statement. (*Kindly tick where appropriately*).

RATINGS O THE LEVELS OF AGREEMENT				
1	**2**	**3**	**4**	**5**
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

S/No.	Statements	Ratings				
		1	**2**	**3**	**4**	**5**
	Lack of Top Management Support					
1	There is no support from the top management in relation to implementation of succession management strategy					
2	Top management views succession management to be more suited to the senior positions only.					
3.	The top management provides the much needed resources to implement succession management strategies.					
4.	The top management does not view succession management strategy implementation as crucial to the attainment of organizational strategic objectives.					
5	The top Management views succession management strategy implementation as a function of human resource manager.					
	Ageing Workforce					
1.	Nearly half of workforce in my organization is exiting within the next ten years.					
2	There is a deliberate attempt to recruit young professionals in order to address succession gaps in my organization.`.					
3.	There is already a budget in place to replace all those employees who will be exiting this year**.**					
	Lack of well-defined career progression guidelines					
1.	There is a wide spread career stagnation (plateau) across all the cadres.					
2.	Contradicting policy guidelines regarding career progression has contributed to serious succession gaps in my organization.					
3.	Use of schemes of service has greatly contributed to succession gaps in my organization.					
	Lack of Effective Talent Management guideline Policy					
1.	There are no well-defined talent management policy guidelines in my organization.					
2.	Employee's talents are developed with the view of ensuring a pool of potential successors.					

3	Appointment to higher positions is based on talent and demonstrated performance.					
4	There is a talent management data base in place which can be used to make well informed succession management decisions.					
	Inadequate Human Resource Plans					
1	Annual HR Plans are fully implemented in my organization.					
2.	Human Resource planning in my organization is linked to the strategic plan.					
3.	There is an updated skills inventory in my organization to guide in deployment of employees.					
	Lack of leadership Development Programs					
1.	There are adequate resources for training and development in my organization..					
2.	Leadership and development capacity programs are properly tailor made to address succession gaps.					
3.	Acquisition of additional skills and competencies is encouraged in my organization.					
	Shortage of critical skills and competences					
1.	There is acute shortage of critical skills and competences in my organization.					
2.	There is a deliberate attempt to acquire and develop both technical and support skills in my organization.					
3	My organization is encouraging employees to acquire critical skills and competencies required for purposes of re-designation.					

Thank you for your cooperation`